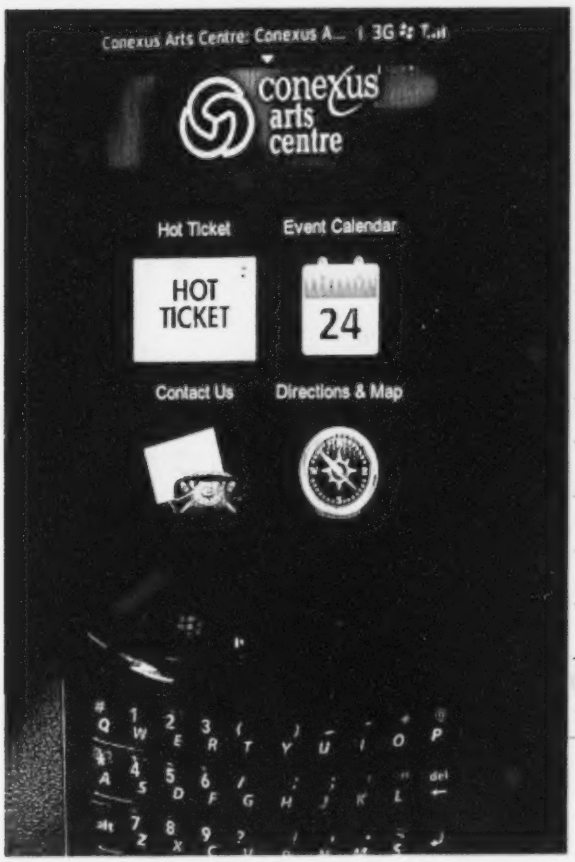
Annual Report

conexus arts centre

2011-2012

employee-rated EMPLOYER OF Choice

Connecting with Southern Saskatchewan and the world..



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Letter of Transmittal

To The Honourable Vaughn Solomon Schofield,
Lieutenant Governor of Saskatchewan

May it Please your Honour:

In accordance with Section 27(1) of the Saskatchewan Centre of the Arts Act, 2000 (Chapters S-10.1), I hereby submit the forty-second Annual Report on the activities of the Centre for the period from April 1, 2011 to March 31, 2012.

Respectfully submitted,

K. Doherty
Minister Responsible for the
Provincial Capital Commission

LETTER FROM THE CHAIR

The Conexus Arts Centre is pleased to submit the 2011-12 Annual Report. In a fitting tribute to our long-time tenants and partner The Regina Symphony Orchestra the Conexus Arts Centre raised its curtains for the first time this year to the Regina Symphony's presentation of Home Grown, a fitting tribute to our local talent. Throughout the year, the Centre has continued to prove itself as Southern Saskatchewan's premier facility for performing arts, and was very successful in contributing to the artistic, entertainment, educational and cultural diversity of communities in southern Saskatchewan.

The year continued on a high note with a wide variety of memorable performances including John Mellencamp, Riverdance, Daniel O'Donnell, Burton Cummings, Chicago—the Musical, Don Williams, Brian Wilson, Ishara Puppet Theatre, Independence Day—India in the Park, Blue Man Group, Backyardigans, Moody Blues, Talents of the Ukraine, Roll Play Live, William Shatner, Bollywood, Fiddler on the Roof, Royal Winnipeg Ballet—Svengali, Rita MacNeil and The Von Trapp Children, Moscow Ballet—Romeo and Juliet, Waka Flocka Flame, Stuart McLean and The Vinyl Café, Paul Brandt, Jim Cuddy Band, Theory of a Deadman, City and Colour, Lord of the Dance, Danny Bhoy and Cats. In addition to these performances thousands of graduating students from Regina and beyond and hundreds of dance students were only a few of the many diverse acts who graced our stage this year. This is what makes the Conexus Arts Centre unique! When catering and convention events are held at the Centre it supports our performing arts theatre. This makes it possible for local dance schools, orchestras, youth bands, choirs, school groups as well as professional performers to light up the Centre.

The Centre continued to develop our youth audience through instilling a love of the performing arts throughout the year. Many of which not only allowed young people to attend target youth performances but also in many instances to be a part of the performance.

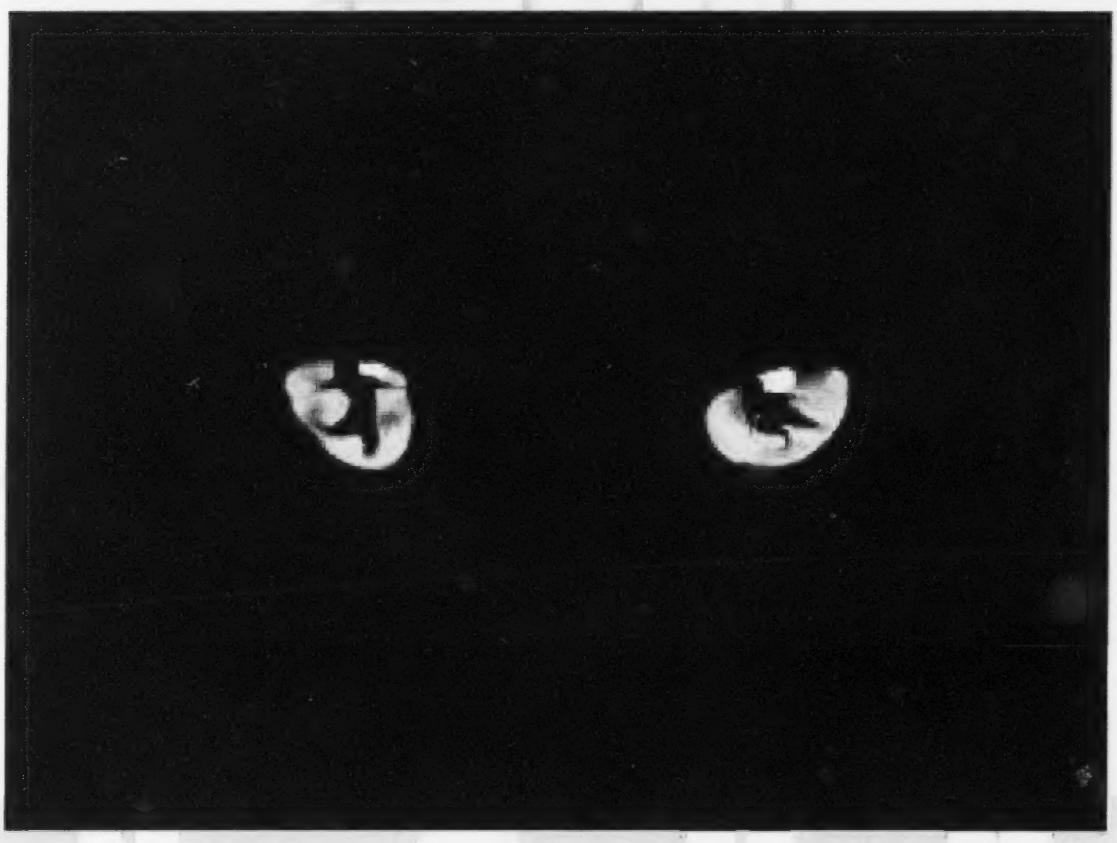
The wide variety of entertainment and convention/catering events saw over 255,000 patrons participate at the Conexus Arts Centre. It has been a remarkable year for the Centre and I am extremely proud of the accomplishments and economic impact the Centre generated in 2011-12.

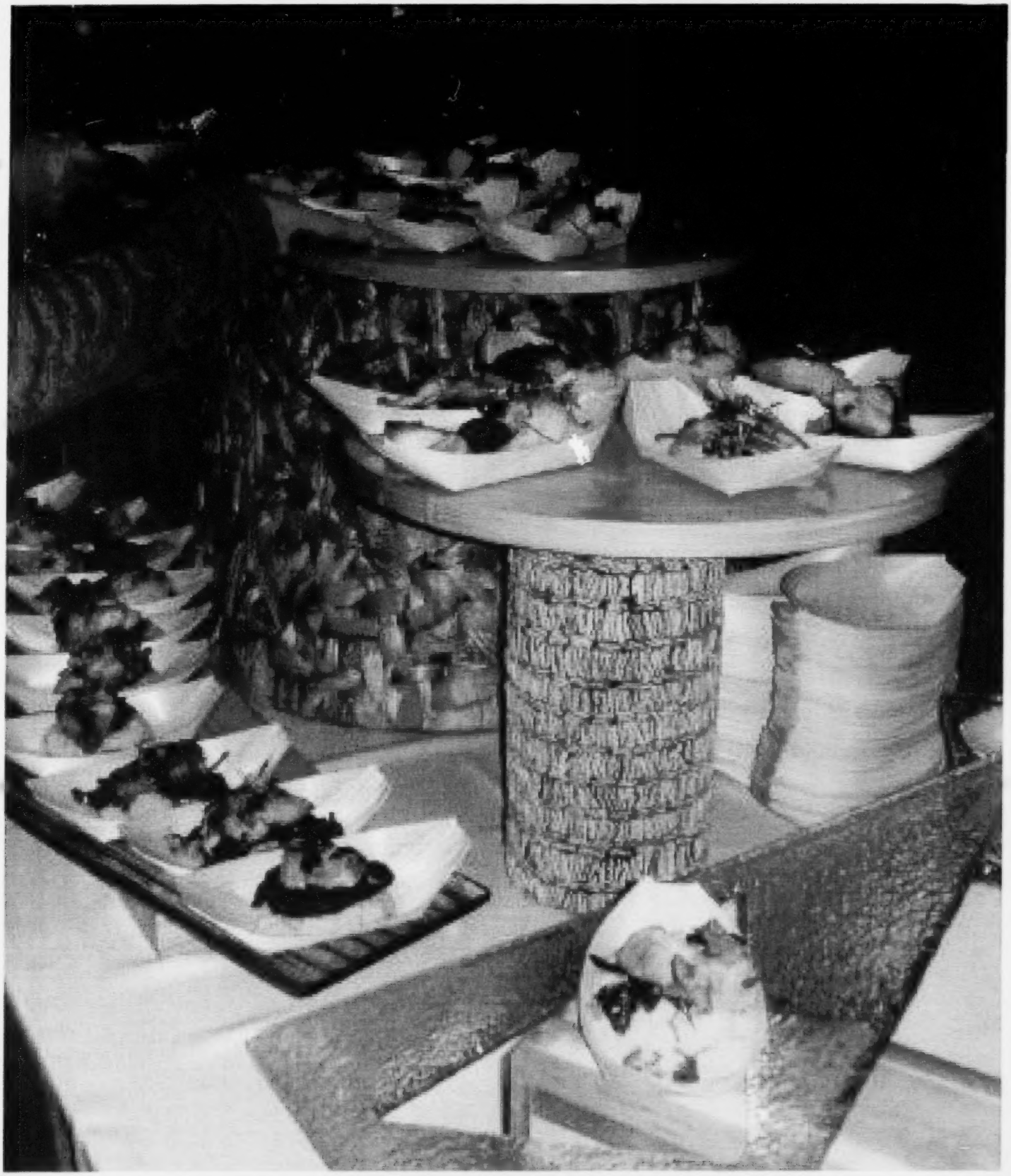
On behalf of the Conexus Arts Centre Board of Directors I would like to congratulate our Executive Director, Jim McCrum, the senior management team and the entire staff on another successful year.

In accordance with Section 27(1) of the Saskatchewan Centre of the Arts Act, 2000 (Chapter S-10.1), I hereby submit the Forty-Second Annual report on the activities of the Centre for the period from April 1, 2011 to March 31st, 2012.

Sincerely,

Kenneth W. Noble, Q.C. Chair





Catering Action Station

BOARD OF DIRECTORS

THE HONOURABLE
BILL HUTCHINSON
—MINISTER IN CHARGE

KEN NOBLE—CHAIR
TAMARA EMSLEY—VICE CHAIR

DOUG ALEXANDER—REGINA
CLAIRE BELANGER-PARKER—REGINA
GRAHAM HALL—MOOSE JAW
JOCELYN HUTCHINSON—REGINA
PATRICK MALONEY—WEYBURN
JOYCE MARBACH—REGINA
DR. SHAUNEEN PETE—REGINA

Committees of the Board of Directors:

AUDIT COMMITTEE

Ken Noble—Ex-Offico
Joyce Marbach
Tamara Emsley
Doug Alexander
Claire Belanger Parker
Pat Maloney
Jim McCrum—Staff Support
Pat Beanland—Staff Support

PATRONS

Patrons
Council
Members

Conexus Credit Union
Molson Canada
Sasktel
Pepsi Bottling Group (Canada) Co.
Jacqueline Shumiatcher and the late Dr. Morris Shumiatcher
Taylor Automotive Group
CTV
Rawlco Radio
The LeaderPost
Big Dog 92.7
Audio Warehouse
Success Office Systems
Treasury Wine Estates
A-1 Rent-Alls
S.G.I
Saskatchewan Blue Cross
Captive Audience Advertising
Access Communications
Prairie Dog Magazine
Corby Distilleries Ltd.
CJTR
Storm Applied Technologies

MANAGEMENT

"THIS INDUSTRY IS OUR PASSION!"

Jim McCrum—Executive Director

Pat Beanland—Finance & Administration Manager
Brent Elsner—Sous Chef
Leo Pantel—Executive Chef
Colette Perras—Hospitality Services Manager
Lynn Severt—Client Services Manager
Shari Tourscher—Theatre Services Manager

Mission and Goals

MISSION

To enhance the quality of life for the people of Saskatchewan by providing exceptional facilities, programs and services for entertainment, educational and cultural activities in a cost effective manner.

GOALS

To provide quality facilities, programs and services for entertainment, Educational, social, conferences and cultural activities.

To contribute positively to the art, entertainment, educational and cultural communities in Saskatchewan.

To engage in entrepreneurial activities to promote the use of the Centre.

To develop a positive relationship with government, media, and the public.

To promote arts and educational activities for all ages, with special attention to the youth, to ensure continual audience development now and in the future.

To provide opportunity for staff development by building a high level of morale and productivity.

To operate in a fiscally responsible manner.

The Conexus Arts Centre

EXECUTIVE DIRECTOR'S REPORT

It has once again been a privilege for me to serve as CEO/Executive Director of The Conexus Arts Centre. The success of the Conexus Arts Centre has always been dependant on our ability to adapt, change and provide innovative solutions to an ever changing market. This year, in a world dominated by digital media, the Centre expanded our Internet and social media efforts to help support and sustain what we do. Social media has become an invaluable tool to entice and engage the next generation of young audience members. It is the goal of the Centre to offer a wide variety of performing arts experiences that reflect the diversity of people, interests and tastes of the community we serve.

World class performances that graced our stage in 2011-12 included performances for every demographic from youth to seniors. Symphony, ballet, country music, comedy, children's performances, Broadway musicals, rock, folk and much more.

In 2011-12 we were pleased to host a wide variety of catering, convention and trade show events. A focus on trade shows this year resulted in the Centre hosting a record number of trade shows catering to a wide variety of interests.

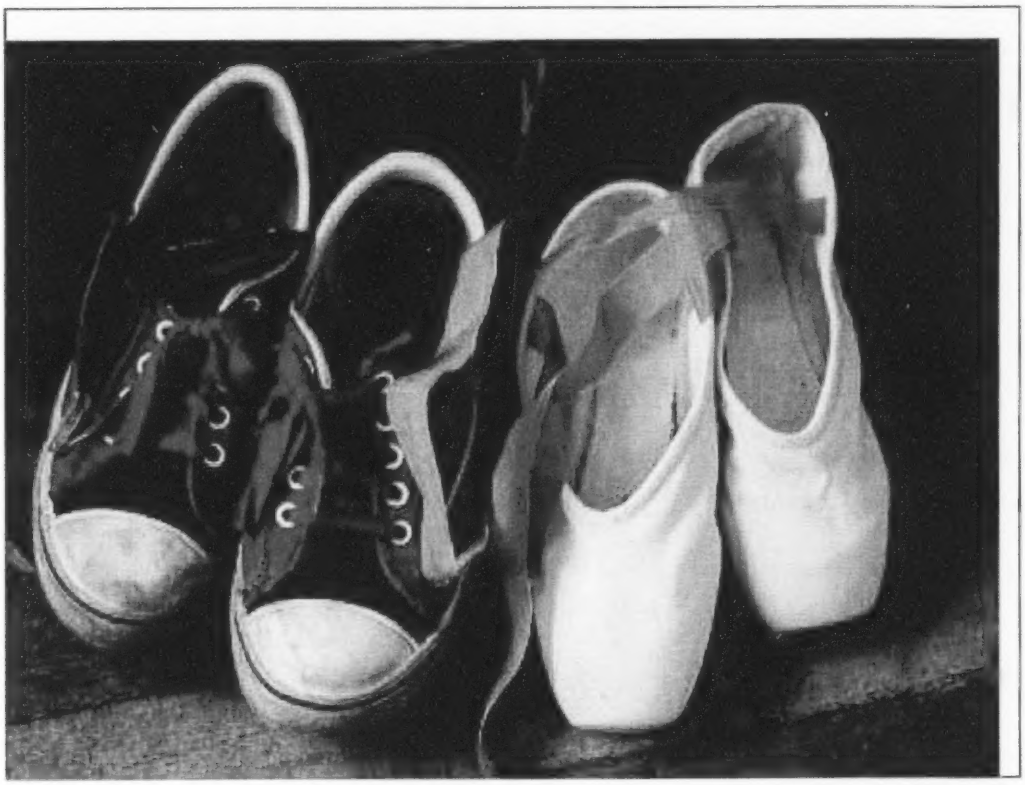
I would like to thank the Board of Directors for their support throughout the year. I would also like to thank the government and the people of Saskatchewan for the encouragement given to the management and staff of the Centre for the past forty plus years.

The staff of The Conexus Arts Centre share a passion for this industry. Our staff understand and are committed to the goals and the mission of the Centre. Management puts a great deal of emphasis on staff training, communication and creating a positive work environment.

We are excited about the new challenges and opportunities which we will be presented with in the next fiscal year and we will be there! We look forward to once again meeting our goals and objectives while providing world-class entertainment and excellence in convention/catering services to the people of Southern Saskatchewan.

Respectfully submitted,

Jim McCrum,
Executive Director



WHO WE ARE

The Conexus Arts Centre is an Agent of the Crown responsible for providing facilities for entertainment, exhibition and the promotion and presentation of sporting, artistic, educational and cultural activities of a local, provincial, national or international nature. In addition the Centre is to provide catering and convention services. The Conexus Arts Centre achieves this through fair and cost-effective marketing..... delivered by employees experienced in many aspects of the hospitality industry.

As of March 31, 2012, the Conexus Arts Centre employed approximately 353 staff, with 22 being full-time. Approximately 188 employees are members of the Retail, Wholesale, Department Store Union (RWDSU) and 143 employees are members of the International Association of Theatrical and Stage Employees (IATSE) local 295.

The Conexus Arts Centre operates under The Saskatchewan Centre of the Arts Act, 2000, and works in partnership with a broad range of stakeholders and clients, including: RWDSU, IATSE, Tourism Regina, Saskatchewan Property Management, Tourism Saskatchewan and the Saskatchewan Liquor and Gaming Authority (Please see Appendix B for an overview of the Centre's stakeholders and partners).

The Conexus Arts Centre is divided into three primary departments:

- Theatre: The Theatre department is responsible for the booking, marketing and delivery of arts and entertainment performances hosted at the Conexus Arts Centre. This department is also responsible for the Box Office services of the Centre, and its outlets.
- Convention/Catering: The convention & catering department, Client Services is responsible for booking, marketing and delivery of conventions, meetings, banquets, tradeshows and special events hosted at the Centre. This department is also responsible for the public relations and community information. Client Services is also responsible for the maintenance and day-to-day operation of the building.
- The Corporate Services and Human Relations Department: This department provides financial, administrative, procurement, information systems and audit support services to the organization. This department also provides organizational development, communications and human resource services to the Centre.

OVERVIEW

The Conexus Arts Centre provides facilities to a diverse group of clients ranging from local organizations and individuals to provincial, national and international clients.

The Arts Centre ensures that customer needs are met by offering wide and versatile convention and catering opportunities as well as providing flexible theatre services. The Catering and Convention department continues to place a greater emphasis on providing custom services and individualized menu options for clients.

The Catering/Convention department serviced 146,167 clients in 2011-12 at 616 events. Ninety-one of these events were new events to the Centre. These events are broken down into the following categories: Seven were dances with attendance of 5,790, seven were fashion shows and award shows with attendance of 3,232, Two hundred and thirteen were meetings with attendance of 10,840, 20 were seminars or conferences with attendance of 4,502. The Centre hosted ninety-five dinners and banquets with attendance of 25,265 guests. Breakfasts and luncheons totaled Sixty-six with attendance of 8,568, fourteen cabarets were held with attendance of 930, forty-five receptions were held with attendance of 7,448, trade shows numbered fifty with attendance of 51,349, teas numbered six with attendance of 3,359 guests. Weddings, anniversary parties and funerals numbered thirty-one with 4,723 guests attending and there were fifty other events that included 10,765 guests.

The Theatre department featured one hundred and twenty performances in 2011-12 with attendance of 111,710 patrons. These events are broken down into the following categories: We hosted one rap performance with attendance of 164, two country performances with attendance of 3,418, seven folk/ethnic/children's shows with attendance of 4,410. The Regina Symphony Orchestra presented seventeen performances at the Centre with attendance of 21,362 guests. Jazz/band accounted for five performances with attendance of 4,267 guests. There were twenty-five rehearsals on stage, plays and auditions with attendance of 6,742, Rock shows accounted for eleven performances with attendance of 12,035 guests, fourteen were dance/ballet performances with attendance of 15,513, Fifteen were graduation or convocations with attendance of 17,033. Ten performances were musicals with attendance of 11,216, three events were choir with attendance of 2,300, eight were recitals and comedy with attendance of 9,262 and two events were sporting events with attendance of 1,000, we hosted 7 Radio/TV/Film events with attendance of 4,436 and five jazz events with attendance 4,267 and there were 2 other events with 2,386 in attendance.

ANNUAL REPORT

The 2000-01 provincial budget address announced that the government would be implementing a new accountability framework over the next few years, "Giving Saskatchewan people solid reference points by which to judge the performance of their government". The continuing improvements in The Conexus Arts Centre's Annual Report are tied to the ongoing implementation of this broader initiative.

The Conexus Arts Centre's Annual Report serves three functions:

1. It contains information on the results for the goals, objectives and key actions which were published in the 2011-12 Performance Plan which was released in the 2009-10 Annual Report.
2. It reports accomplishments for 2011-12; and
3. It outlines The Conexus Arts Centre's strategic direction for 2012-13 and beyond.

The Conexus Arts Centre is committed to reporting progress on its plan, and to enhancing accountability to the public and to its stakeholders. The Conexus Arts Centre's performance plan for 2010-11 and beyond included a series of planned actions for 2012-13 and a set of performance measures to be used to gauge progress. The Conexus Arts Centre has provided information on its results and measures for 2011-12.

The Conexus Arts Centre's 2011-12 Corporate Balanced Statement identifies the key outcomes that the Conexus Arts Centre is working to achieve and how these outcomes will help the Conexus Arts Centre meet its vision. The Balanced Statement is the result of an intensive planning effort and is a multi-year plan. The plan will continue to evolve over time and will continue to be reported in the Conexus Arts Centre annual reports.

PERFORMANCE RESULTS

This section provides detailed information on the key initiatives, major outcomes and specific results for The Conexus Arts Centre during the 2011-12 fiscal year with respect to our goals. Additional information about the Conexus Arts Centre strategic direction, including a complete review of its performance measures, key actions and objectives, is provided later in this report.

Goal 1: To provide quality facilities, and services for entertainment, educational, social, conferences and cultural activities while maintaining the integrity and financial health of the facility.

Providing quality facilities and services is paramount to the Centre's success and therefore in 2011-12, The Conexus Arts Centre defined a range of key actions and initiatives that support this focus on continually updating and maintaining our facility and improving our customer service.

Maintenance of Facility:

In 2011-12 the inside doors in the down ramp/convention hall area were installed. The installation of the steel insulated doors has made the convention hall quieter and more aesthetically pleasing. Inside overhead doors on the upper loading ramp were installed. The Shumiatcher entrance was refurbished complete with a new look and tindal stone, lighting and new doors. Receptacles were installed in several stage pockets for added versatility to the increasing power requirements in the area. Power factor correction was installed and commissioned. The Centre installed a stage pit safety system including pit safety railing and safety doors. The Centre purchased 24 new lights for the stage replacing lights that are no longer able to be repaired. Four amps were replaced in the sound cluster. The Centre completed general painting of the building. New locks were implemented for many of the doors at the Centre.

Technology:

In 2011-12 Centre marketing focused on digital technology including the web-site, Facebook and Twitter. We continued to refine the web-site to ensure user ease and providing updated and accurate information on all digital media was a priority. Two new switches were purchased which will allow the Centre to increase the number of security cameras on our system. Purchased equipment to enable our security cameras to be wireless. Six computers were replaced during 2011-12. The Centre's Technology Committee continued to meet regularly throughout the year. The Centre's computer polices were updated to reflect changes made throughout the year.

Customer Service/Knowledge Training: The Conexus Arts Centre continued to provide training programs and seminars including departmental team building and publishing information on Centre standards and practices in the staff newsletter. Client Services Staff continued the national certification process in Special Events Coordinator and Special Event Manager. The Centre was nominated for a Paragon Award for Diversity in the Workplace. We continue to acknowledge our customer service excellence through our employee recognition program, The Spotlight is on you.

Goal 2
exclusively to the art,
entertainment, educational and cultural
industries in Saskatchewan

Goal 2 To contribute positively to the art, entertainment, educational and cultural communities in Saskatchewan.

The Conexus Arts Centre strives to develop additional ways to contribute to the entertainment, educational and cultural communities in Saskatchewan. The Centre set objectives to continually improve on this critical component of The Conexus Arts Centre's direction.

Programming Plan:

In order to support provincial non-profit organizations through sponsorship initiatives the Centre worked in collaboration with promoters, producers and sponsors. Some of the events the Centre co-promoted or sponsored in the fiscal year 2011-12 included: Lonsdale Boxing, YWCA Women of Distinction Tea, Posh in Pink, Friends of Wascana Marsh, The Regina Symphony Orchestra, The Royal Canadian Legion, Regina Chamber of Commerce, Regina Public Library, Do it with Class, Welcome Wagon, The United Way, Santa's Anonymous, Breast Cancer Action Saskatchewan, Arthritis Society, Regina Business and Professional Women, North Central Family Centre, Kinsmen Foundation, Chinese Cultural Society, Jingle Bell Run, Festival of Trees, Saskatchewan Sports Hall of Fame, The Canadian Club, Saskatchewan Express, Tourism Saskatchewan, Regina Professional Event Planners Association, Regina Catholic Schools, Lions Sight, Ranch Ehrlo Society, Philippines Association, Regina Cosmopolitan Club, Women of the Dawn, Nature Saskatchewan, Dance Plus, Dance City, RROC, Eastview Rotary, Heritage Canada, Hockey Regina, Conquest Boys Club, Regina Police Cadets, Daughters of Penelope, Saskatchewan Prayer Breakfast, Regina Stitchery Club, Women of the Dawn, Luther College, Mayor's Luncheon for Business and the Arts, Sask. Visible Minorities, Cougar's Women Basketball, First Nations University of Canada, Nursing Education, Sask. Institute of Industry and Technology, University of Regina, Sask. Police College, First National Circle of Honour, Welcome Wagon, Prairie Piecemakers, Daughters of Penelope, Wascana Sasktel Summer Invasion, Canadian Diabetes, James Hamblin School, Balfour High School, Leboldus High School, Winston Knoll High School, Thom Collegiate, Campbell Collegiate, Walker School, Queen City Marathon, Campbell Collegiate After-grad, Greenall High School Alternative Education Work Program, Riffle High School, Club, Regina Public Schools—Work based learning program, Scott Collegiate, Canadian Human Resource Tourism Education Council, Saskatchewan Cancer Society, Youth Ballet of Saskatchewan, Joints in Motion and Optimist Band Festival.

Youth: The Centre's goal of working with schools and associated educational organizations to create opportunities for youth to perform or attend arts and educational events at the Centre was once again a priority in 2011-12. This included arranging tours for several high schools. We offered non-profit rates to Do It With Class, New Dance Horizons, Martin School of Dance, Youth Ballet of Saskatchewan, Dance Plus, Saskatchewan Express, O'Neill High School. We provided our

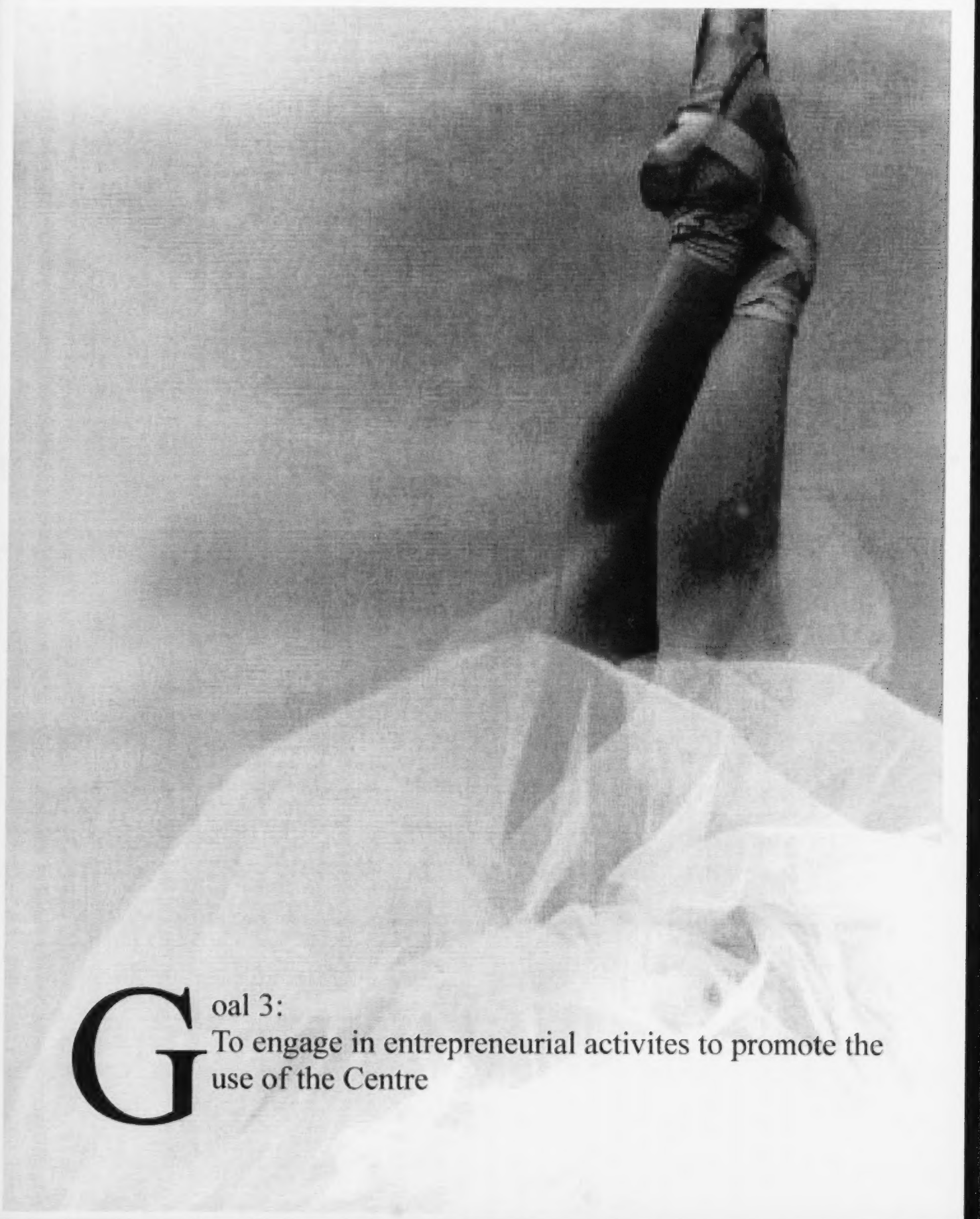
Air Bounce amusement game to many schools from Regina Public, Regina Catholic and Prairie Valley School Divisions. The Centre supported Walker School through a Friendship Luncheon. We also worked with SIAST and Greenall High School to provide work placements.

Entertainment/Promotion:

The Centre continues to strive to present a wide variety of entertainment programming. The Centre presented the following Family entertainment in 2011-12 Telemiracle—Regina Kinsmen, Riverdance, Regina Symphony Orchestra, Youth Ballet Company of Saskatchewan, Do It with Class, Lord of the Dance, Chaban Ukrainian Dance, Cats, O'Neill High School Choir, Dance Plus, Saskatchewan Express, Dance City, Danskapades, Regina Catholic Schools Christmas Concert, Downtowner's Optmist Band Festival, Pet Expo, Ishara Puppet Theatre, Independence Day—India Day, Backyardigans, Talents of Ukraine, Roll Play, Bollywood—India Canada, City Kidz, Fiddler on the Roof, Waka Flocka Flame, Paul Brandt and YBC—Alive.

New Relationships:

We are pleased to continue to develop our partnership with our patrons.



Goal 3:
To engage in entrepreneurial activites to promote the use of the Centre

Goal 3: To engage in entrepreneurial activities to promote the use of the Centre.

The Centre continues to work with various groups to present as many activities at the Centre as possible. In 2011-12 our objective was to work with at least five new organizations.

New Events:

New events held at the Centre in 2011-12 included: Can West Health Show, Rona Home and Garden Show, Beaulivue Flooring, Regina Baby Expo, Oscana Chief Piapot Celebration, Korean Alliance Church, Levine School, Hills Pet Nutrition, Pure Fashion, Canadian Diabetes Association, Queen City Kinsmen, Women of the Dawn, Sask. Indian Inst. Of Technology, NEPS Grad, Ford Canada, Sask. Roughrider Football Club, MacPherson Leslie, Tyerman, Beyond Ent., Canoe Racing Club of Regina, HIROC, 1st Nations Circle of Honour, Wascana Racing, CLS Job Fair, NDP, National Treaties, Fight Night for Breast Cancer, Convatac, CLR, Sask. Hockey, RBC Dominion, Sk. Central, RQHR Christmas Party, Kard Sharks, Rona Christmas Party, E—health Saskatchewan, Regina Leader Post Spelling Bee, Wascana Federal, O & T Farms, Executive Council, Can. Am Martial Arts, UA Local 179, PCAP, Regina Y Judo, University of Saskatchewan, GMS, Teagan Littlechief, Direct West—Christmas, Rap Session—Ministry and Viterra.

Other Opportunities: The Centre continues to aggressively pursue the wedding business as well as working with RROC (Regina Regional Opportunities Corporation) Attractions Regina Team to invite groups and organizations to host their events at the Centre. We again worked with Breast Cancer Action Saskatchewan to present a Ladies Night Out in October. We continued our relationship with Festiv-Ale which produced the Festiv-Ale Beer Festival in February. We also worked again with Can-West Shows of Calgary to encourage them to bring tradeshows to Regina. We worked with Can-West to present Taboo—the Naughty but Nice Trade Show. The Centre worked with the Regina Symphony Orchestra throughout the year. We also continued to actively encourage our promoters to continue making the CAC their preferred choice for facilities in Regina.

Goal 4:
To develop a posi[illegible] with
government, media and [illegible]c

Goal 4: To develop a positive relationship with government, media, public and all related organizations and individuals.

A key part of the Conexus Arts Centre's role focuses on developing positive relationships with the community. Key activities in 2011-12 included:

Community Participation:

The Conexus Arts Centre continued to be very active in various Regina, Saskatchewan and international organizations and groups in 2011-12. Representation included membership in: Regina Chamber of Commerce, Regina Professional Event Planners Organization, International Standards for the International Event Manger Certification Committee, Saskatchewan Tourism Education Council, International Association of Event Managers, Regina Chapter of the Canadian Pension & Benefits Institute, Qu'Appelle Canada Day Committee, Southeast Regional Library, Regina Convention Team, Regina Canada Day Committee, Queen City Marathon, Regina Humane Society, YWCA Women of Distinction Awards Gala Committee, Regina Executive Club, Indian Head Air Cadets, James Hamblin School Arts Festival Committee, Qu'Appelle Fire Department and 1st Responders, Qu'Appelle Spirit Community Newspaper, Apprenticeship and Trade Advisory Board for the Cooking Trade, Culinary Arts Foundation of Regina, Canadian Culinary Federation, Greek Charity Golf Tournament and Olive and Grape Harvest Festival, Food Services Co-ordinator for the Greek Pavilion for Mosaic, Facility Chair for the 2011 Gourmet & Glass, Culinary Tour Consultant for Sask. Tourism, CarMichael Outreach Committee, Culinary Federation—Regina Branch and Wascana Partners.

Key Stakeholder Relationships: In order to best provide measurable results in developing positive relationships the key stakeholders have been segregated:

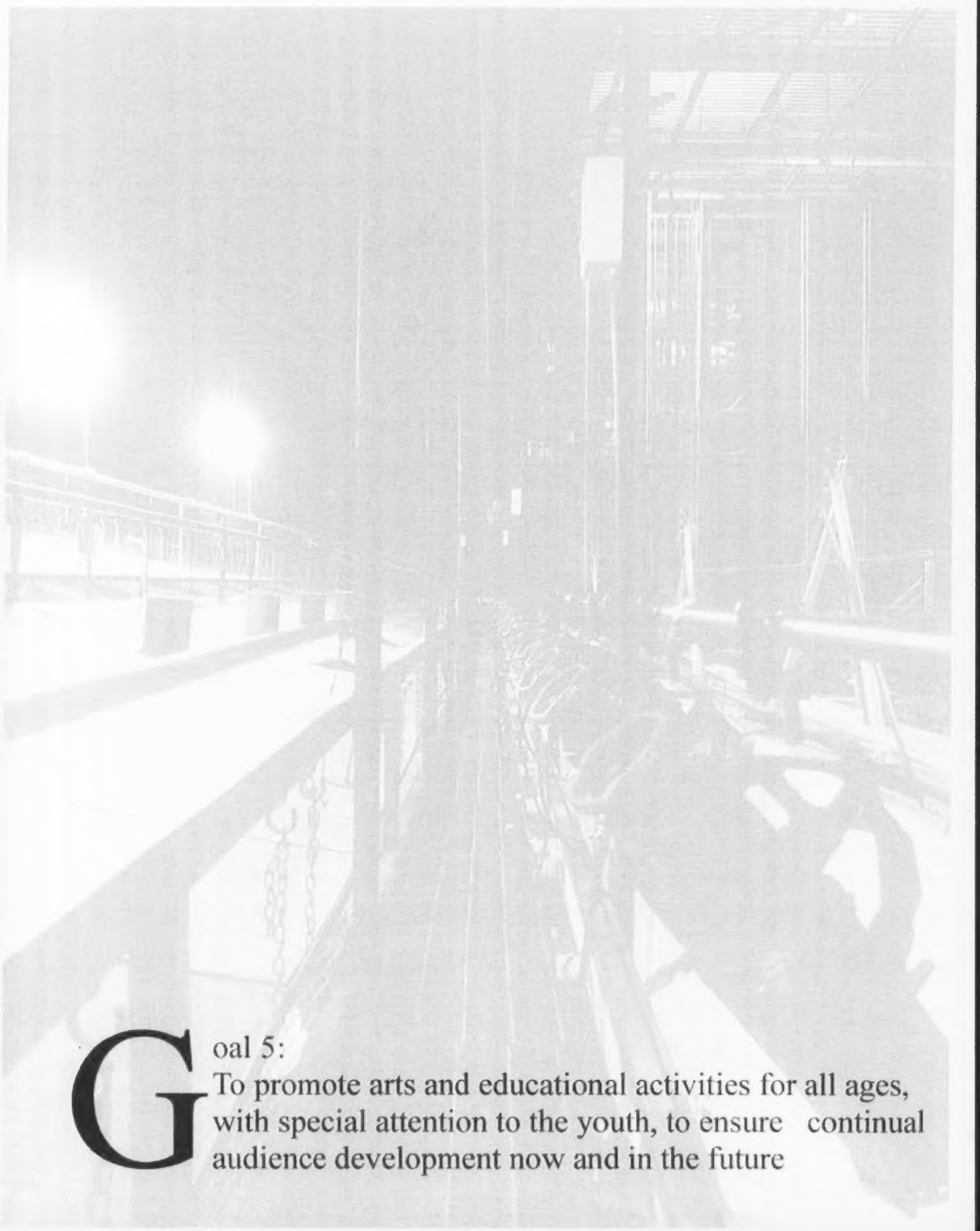
The Government: The Conexus Arts Centre plays a key role serving as the voice of the public to the Government—municipal and provincial. In that role, the needs, concerns and issues, as well as the accomplishments are conveyed to the various departments. We also act on behalf of the government to ensure that we become better advocates of the arts through our relationships with elected officials and government staff.

The Media: The Centre developed a Media Relations Plan in 2011-12 including on going development of relationships with each Regina media outlet in every medium. This has continued to translate into frequent appearances on CTV and Harvard, Rawlco and CJTR Radio to promote upcoming shows and events. Further relationships were strengthened with Global TV and the Leaderpost. Partnerships with national media and marketing personnel continues.

The Public: In 2011-12 we continued to provide feedback information forms to our clients and sending out questionnaires via email and fax with focused on feedback through our Website, Facebook and Twitter. We distributed our di-

rect Catering Surveys to over 6200 email subscribers. In this survey 94 to 98% of respondents rated the Centre very good to excellent in such categories as staffing, service, cleanliness, comfort of facility, value of the Centre, Centre's support of developing performing arts, support of non-profit organizations, Centre's profile in our community, marketing, food quality and menu selection. We also continued doing surveys at theatre events asking guests: How would you rate our staff at the Centre—Box Office, Ushers, Bar, Coat Check, Other Staff. How would you rate the following at the Centre. Cleanliness of Public Areas, Comfort of theatre, Temperature, Décor, Access to Parking Areas, How would you rate the following at the Centre: The value of the Centre's importance in our community, The Centre's support of the development of Performing Arts in our community, The Centre's support of non-profit organizations and community activities, The Centre's support of academic and artistic development of youth in our community, The Service at the Centre, The Centre's profile in our community, The marketing of upcoming shows at the Centre, The food quality, The Menu selection. We also asked : What type of performing arts events do you like to attend: Choices included: Classical, Country, Musical Theatre, Rock, Jazz, Children's, Urban, Ballet, Comedy and Other. We were very pleased in the increase in all areas. We distributed eblasts on what is happening at the Centre, including new shows and events throughout the year. We continue to provide daily updates on our facebook account and promoted this extensively. We were pleased to have the number one followed facebook page across comparable theatre facilities throughout Canada. We followed a number of Regina Attractions in addition to the other Canadian and Saskatchewan facilities to monitor their social media usage. We continue to review the duty manager reports at weekly management meetings. Client Services continues to follow up with clients in person or by telephone as soon as possible after an event. We undertook consultation with promoters and research of other venues to ensure that we are competitive in our pricing, and our mission to maintain the highest possible level of customer service to our clients.

Mark in the Community: The Conexus Arts Centre's 2011-12 marketing plan focused on Internet, email and Social Media marketing. We also continued with our focus on the branding of the Centre. This included the Leader-Post.com web banner campaign, new ticket envelopes with connection branding and The Conexus Arts Centre Connection continued to be an important part of our branding that was used across all forms of media including radio, print, newsletters, etc. The electronic billboard advertised events at the Centre throughout the year. The web-site was updated during the year and kept current. We added a mobile site.
We continued with the Centre Cares Program. This program saw a collaboration between the Centre, various show promoters, SGI, and North Central Family Centre. The Marketing Committee continues to meet weekly. This committee identifies new opportunities to develop our marketing and increase our visibility in the community. The results of these meetings are reported to the Management team at the weekly management meetings. We also continued to offer various random draws from our Facebook Page and web site as well as special deals for members of our on-line community.



Goal 5:
To promote arts and educational activities for all ages, with special attention to the youth, to ensure continual audience development now and in the future

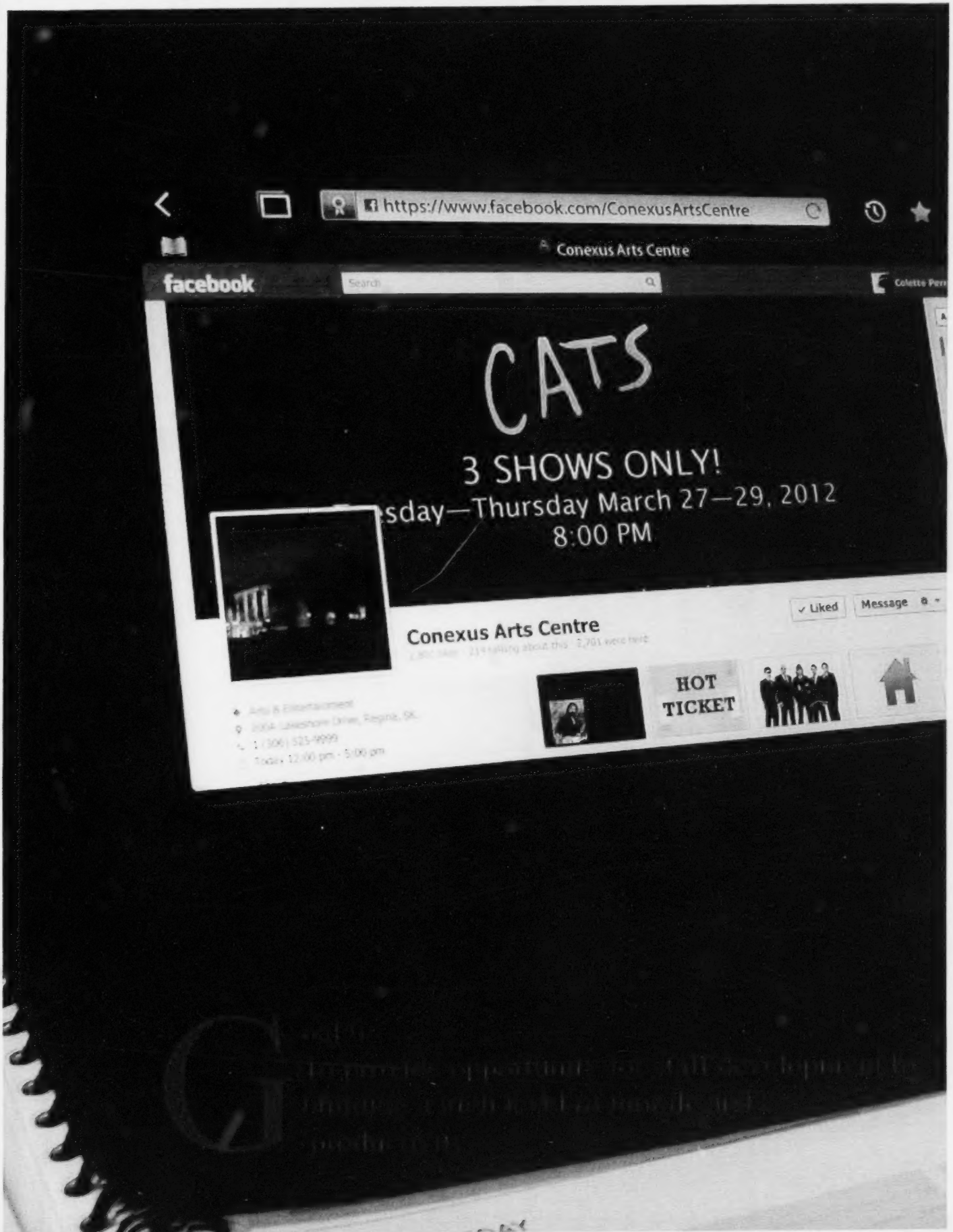
Goal 5: To promote arts and educational activities for all ages, with special attention to the youth to ensure continual audience development now and in the future.

We continually improve our programming for youth and seniors. We have developed new programs specifically designed to provide opportunities for these audiences.

Subsidy Program: The Centre once again worked with Do It With Class to provide reduced priced tickets for their matinees for students. We provided reduced rental for the following organizations: Regina Symphony Orchestra, Youth Ballet Company of Saskatchewan, Telemiracle—Kinsmen, CanDance, O'Neill High School, Dance Plus, Dance City, Saskatchewan Express, Martin School of Dance, SIAST, Greenall High School, Balfour, Leboldus, Winston Knoll and Campbell High School.

Youth: The Conexus Arts Centre hosted the following shows in 2011-12. Regina Symphony Orchestra Children's Concert, Riverdance, O'Neill High School Concert, Candance, Youth Ballet of Saskatchewan, Ishara Puppet Theatre, Independence Day—India Canada, Backyardigans, Pet Expo, O'Neill Choir, Regina Catholic Schools, Mayor's Awards for Business and the Arts, India Canada Gala, Chinese Cultural Society Gala, Teagan Littlechief, Chaban Ukraininan Dance Company, Roll Play, City Kidz, Optimist Band Festival. Telemiracle, Fiddler on the Roof, Royal Winnipeg Ballet, Rita MacNeil and the Von Trapp Children, Waka Flocka Flame, City and Colour, Lord of the Dance and Cats

Seniors: Not specifically targeted but senior friendly events included: The Regina Symphony, the Conexus Arts Centre Pet Expo, the many youth dance performances as well as a wide variety of theatrical performances including Cats, Lord of the Dance and Rita MacNeil.


https://www.facebook.com/ConexusArtsCentre
Conexus Arts Centre
facebook
Search
CATS
3 SHOWS ONLY!
sday—Thursday March 27—29, 2012
8:00 PM
Conexus Arts Centre
Liked
Message
HOT
TICKET

Goal 6: To provide opportunity for staff development for building a high level of morale and productivity.

Employees are the key resource of the Conexus Arts Centre. The Conexus Arts Centre's commitment to customer service is founded on the commitment of our dedicated employees. This is one of the reasons we invest in our employees. Building and sustaining strong customer relationships requires a workforce that is knowledgeable, motivated and innovative. We believe in promoting leadership at all levels and creating a culture that is customer oriented. As of March 31, 2011, The Conexus Arts Centre employed approximately 411 staff, 24 of these being full-time. As a provider of service, The Conexus Arts Centre's staff are critical to ensuring the organization's success in meeting and exceeding customer's needs and being successful as a business in a competitive marketplace.

The Conexus Arts Centre is committed to providing a positive, healthy and safe workplace for it's employees. Key achievements in staff development, morale and productivity include:

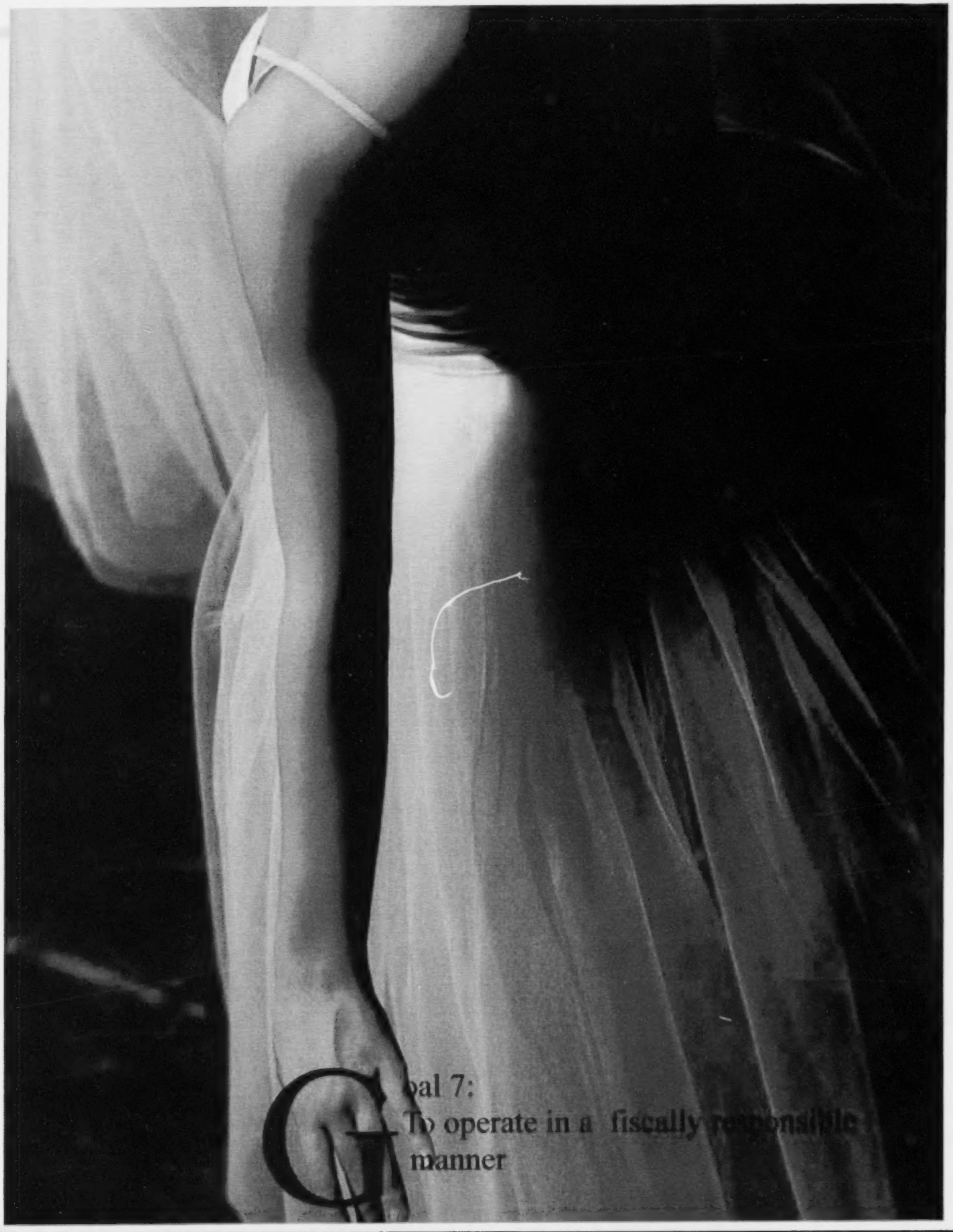
Partnership with RWDSU and IATSE: The Conexus Arts Centre management continued to build upon the foundation of the strong working partnership it has developed with The Retail Wholesale and Department Store Union (RWDSU) and the International Association of Theatrical and Stage Employees (IATSE).

Leadership Training: Centre staff continued to attend training and leadership development in their various fields of expertise. In 2011-12 many management and staff attended various courses and training sessions. Training manuals were updated in several areas this year.

Succession Planning: Succession planning continued to be a priority in 2011-12. Plans were put in place to cover a maternity leave in the theatre services area.

Pay Equity Plan: The Job Equity Maintenance Committee continued to meet during 2011-12. During 2011-12 several part-time IATSE positions were reviewed and revised. We completed evaluation on the backstage administration position.

Personnel Policy Manual: We continued providing a "policies" section in our staff newsletter to remind staff of important operational policies. Security and Safety policies were reviewed and revised. The Centre held Orientation Meetings for new employees to review the Centre's Code of Conduct, Computer and Cellular Phone Policies and expectations, Personnel Policy Manual, Occupational Health and Safety Information and team and Centre expectations.



Goal 7:
To operate in a fiscally responsible manner

Goal 7: To operate in a fiscally responsible manner.

This goal reflects the Centre's commitment to sound financial management and overall financial accountability. An important part of achieving this goal lies in aligning The Conexus Arts Centre's strategic goals with its financial planning and budgeting processes.

Review on current status: The Finance Committee continued to meet regularly to review the Centre's financial results. Catering and bar departments continued to do an extensive quarterly inventory to track food and liquor costs as well as to identify cost saving opportunities. Price changes, stock levels and specialty items are also monitored. The Centre reviewed and up-dated the five year capital plan. Long term equipment budget was reviewed.

Solicit Funds: Due to increasing costs the Centre is required to actively solicit funds in order to meet the goals and objectives of the Centre.

Corporate Sponsorship Campaign: The Centre continued to work on developing and nourishing sponsorships. The Centre secured three year patron sponsorships with Storm Allied Technologies as well as Corby Distillers. The patrons sponsorship board in our main entrance was updated to reflect the partnerships and sponsorship levels of our corporate supporters. Our electronic billboard graphic designs were created for a variety of sponsors.

SERVING COMMUNITIES

Theatre Statistics

Totals	Events	Attendance
	120	111,710

Convention Statistics

Totals	Events	Attendance
	616	146,167

The Conexus Arts Centre

SERVING COMMUNITIES

The Theatre once again played host to a wide variety of events in 2011-2012

APRIL 2011

Regina Symphony Orchestra
Home Grown

Regina Symphony Orchestra
Video Games Live

John Mellencamp
2 Shows

Investor's Performance Series

MAY 2011

Riverdance
3 Shows

Regina Symphony Orchestra
Verdi Good

Daniel O'Donnell

Regina Symphony Orchestra
For Michael

O'Neill Spring Concert

Candance Competition

Burton Cummings

Youth Ballet of Saskatchewan
2 Shows

Chicago
2 Shows

SERVING COMMUNITIES

June 2011

Dance Plus
2 Shows

Dance City
2 Shows

Saskatchewan Express

Danskapades 2011—Martin School of Dance
2 Shows

Don Williams

Brian Wilson

July 2011

Ishara Puppet Theatre

August 2011

Independence Day
India in the Park

Blue Man Group
3 Shows

SERVING COMMUNITIES

September 2011

Senior's Concert

Regina Symphony Orchestra
Opening Night Gala

Peter Frampton

The Investors Group Comedy Night

Backyardigans

October 2011

Regina Symphony Orchestra
A Prairie Pops Spectacular

Moody Blues

Talents of the Ukraine

Roll Play

William Shatner

Regina Symphony Orchestra
Happy 200th Liszt

Do it with Class—
6 Shows

Bollywood—India Canada

SERVING COMMUNITIES

November 2011

Fiddler on the Roof
2 Shows

Regina Symphony Orchestra
The General

Royal Winnipeg Ballet—Svengali

Regina Symphony Orchestra
Symphonic Sorcery

Rita MacNeil and The Von Trapp Children

Regina Symphony Orchestra
Ode to Ludwig

Moscow Ballet—Romeo and Juliet
2 Shows

SERVING COMMUNITIES

DECEMBER 2011

Walka Flock Flame

Regina Symphony Orchestra
The Mini Nutcracker

Regina Catholic Schools Christmas Concert

Stuart McLean & The Vinyl Cafe

Paul Brandt

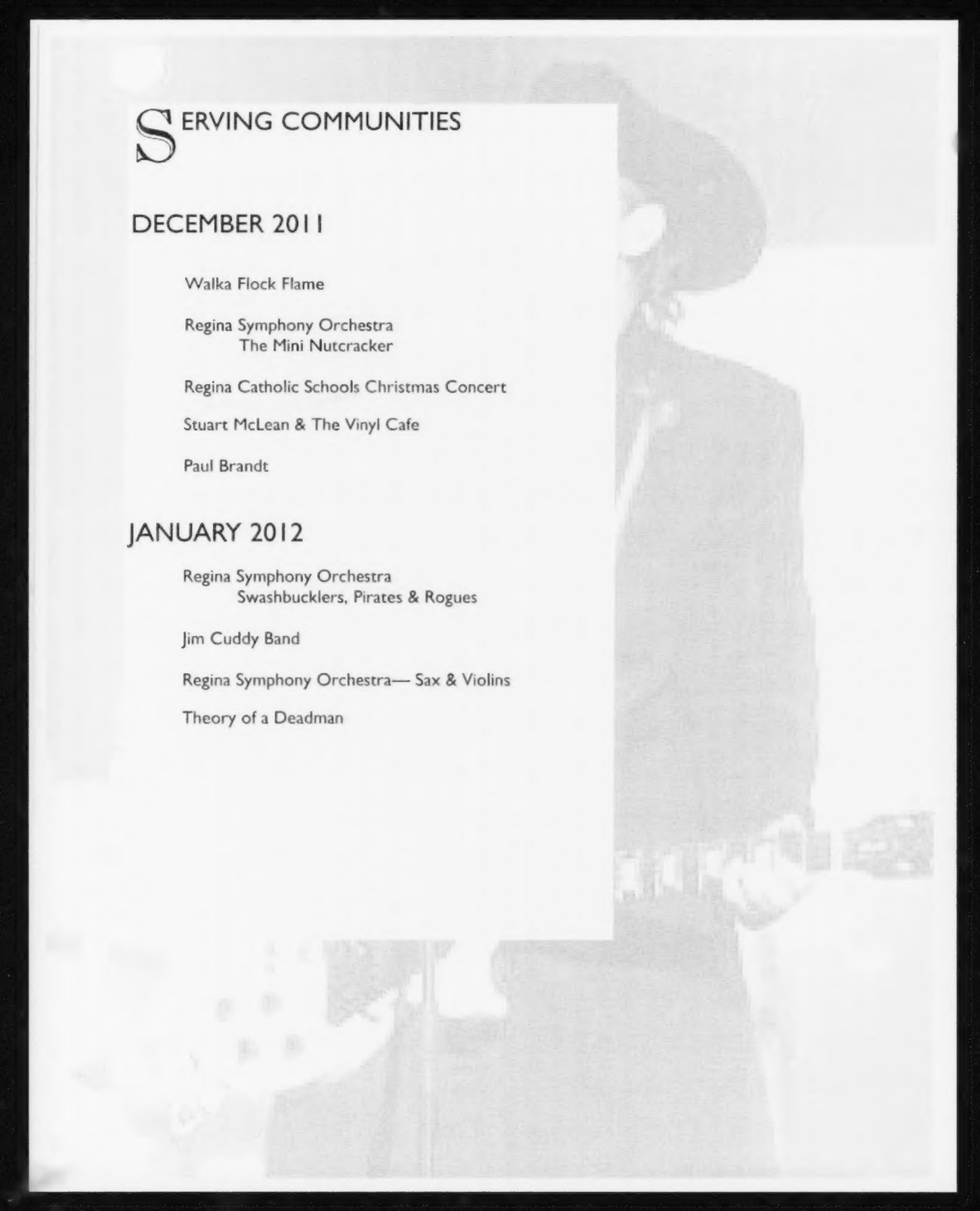
JANUARY 2012

Regina Symphony Orchestra
Swashbucklers, Pirates & Rogues

Jim Cuddy Band

Regina Symphony Orchestra— Sax & Violins

Theory of a Deadman



SERVING COMMUNITIES

FEBRUARY 2012

City and Colour

Regina Symphony Orchestra— Love from
The New World

Do it with Class—Romeo & Juliet
7 Shows

Regina Symphony Orchestra
The Oscars

Lord of the Dance

Regina Symphony Orchestra
Symfunny Cartoons

MARCH 2012

Telemiracle

Regina Symphony Orchestra— Alpine Masterpiece

Optimist Band Festival

Danny Bhoy

Cats
3 Shows

MANAGING RISK

RISK

Risk Management is key to protecting business interests and future viability. The Conexus Arts Centre is exposed to many different risks in its dual role as a self-financing Theatre and Convention, Catering Business and a representative for the Provincial Government in their commitment to Culture.

The first concern of the Board of Directors and senior management is strategic risk. Failure to properly execute strategy to meet the needs of our clients and the mandate set by the government can dramatically impact the corporation's business. Without an appropriate overall business strategy, the Centre's other interests could be compromised as well.

Therefore, the Centre has identified major risks and potential barriers to success and developed strategies to ensure that these risks and barriers can be addressed by timely identification, assessment and prioritization of risks. We continue to review the management practices at The Conexus Arts Centre and to identify gaps in current risk management practices.

2011-12 CORPORATE BALANCED STATEMENT AT A GLANCE

Below is a summary of The Conexus Arts Centre 2011-12 Balanced Statement, including its vision, mission, guiding principles and key goals. Our goals articulate the key outcomes that the Conexus Arts Centre seeks to achieve in advancing its vision. The section below provides a detailed overview of our objectives, key actions and performance measures.

The Conexus Arts Centre Vision:

The vision describes the ideal state to which the organization strives:

- Customer Service Excellence
- Progressive business operations and fiscal responsibility
- Support of Cultural Organizations

Guiding Principals:

Integrity: We will be honest, fair and trustworthy in our activities and relationships.
Social Responsibility: We will conduct our operations in a manner that balances revenue and social responsibility
Fiscal Responsibility: We will conduct our operations in a fiscally responsible way.
Accountability: We will be accountable to the Saskatchewan people for our actions, decisions and performance.
Open Communication: We will communicate and consult internally and externally in an open, direct and respectful manner.
Mutual Respect: We will be respectful in our interactions, based on fairness, equity and openness, and diversity: We will value people and their differences.

Conexus Arts Centre's Goals:

Goal 1: To provide quality facilities and services for entertainment, educational, social, conferences and cultural activities. Meet the expectations of customers by providing a quality facility and providing exceptional customer service by courteous, knowledgeable staff.

Goal 2: To contribute positively to the art, entertainment, educational and cultural communities in Saskatchewan. That the Conexus Arts Centre operate as "The Town Hall" being accessible and affordable with a focus on local, non-profit organizations.

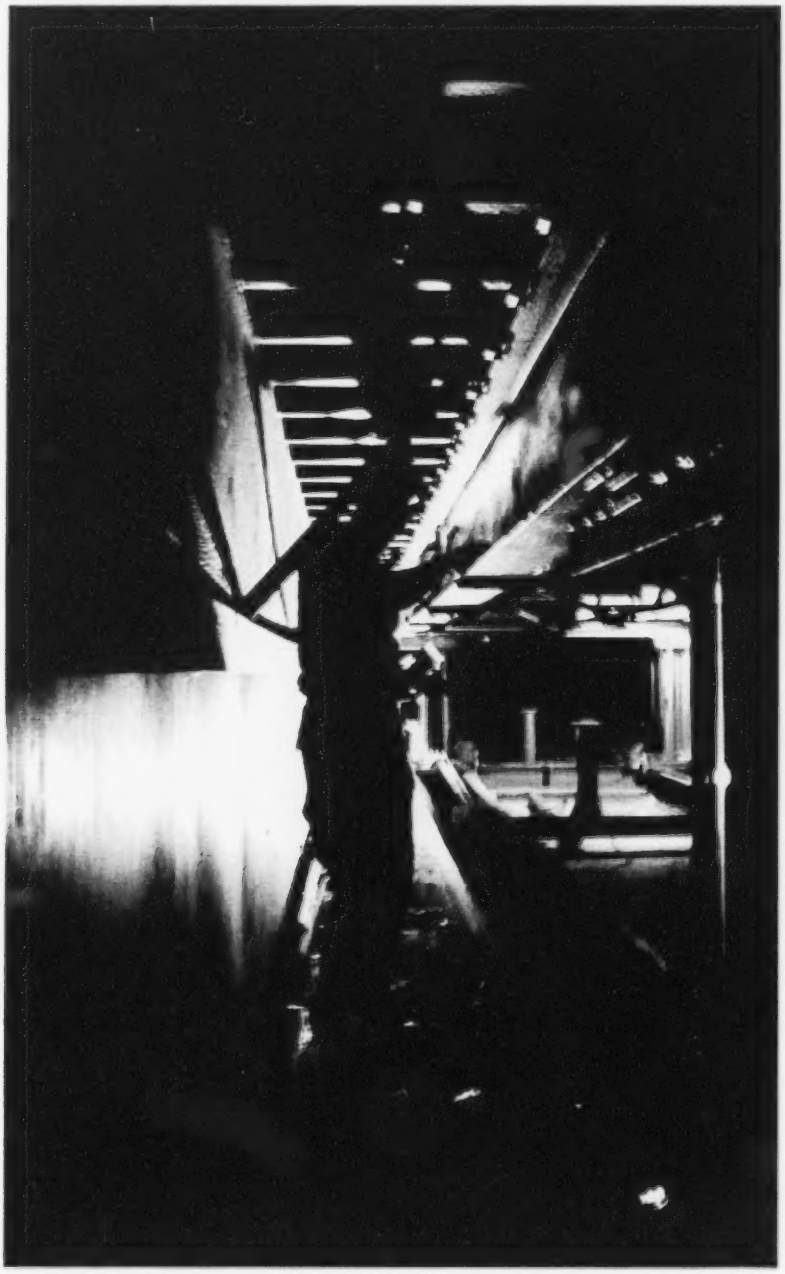
Goal 3: To engage in entrepreneurial activities to promote the use of the Centre. Continually improve our business through entrepreneurial activities promoting the use of the Centre.

Goal 4: To develop a positive relationship with government, media, and the public. Develop a positive relationship based on integrity and industry knowledge.

Goal 5: To promote arts and educational activities for all ages, with special attention to the youth to ensure continual audience development now and in the future. Meet the expectations of our customers by providing a variety of arts and educational activities for all ages.

Goal 6: To provide opportunity for staff development by building a high level of morale and productivity. Provide a positive and healthy environment for our employees which values diversity and encourages continuous learning and mutual respect.

Goal 7: To operate in a fiscally responsible manner. Be fiscally responsible and accountable in support of provincial financial objectives.



WHERE WE ARE HEADED, WHAT WE INTEND TO DO AND HOW WE WILL MEASURE PROGRESS

The following section of Conexus Arts Centre's Balanced Statement is intended to provide more detailed information about The Conexus Arts Centre's plan for the future and what the Conexus Arts Centre will do to achieve its strategic direction. This section describes in greater detail what the Conexus Arts Centre's objectives are, why they are important, and what the organization intends to do to achieve them by specifying a number of key initiatives. This section also provides information that will help us to determine whether or not we have been successful in meeting the objectives defined by our plan. In order to do this The Conexus Arts Centre has presented a number of performance measures that provide information about specific outcomes identified in the Balanced Statement.

In 2012-13, The Conexus Arts Centre will continue to refine its strategic direction and report on results. The success of The Conexus Arts Centre's plan depends on the support and skill of its employees, in addition to the support of stakeholders, partners and the public.

1. ***To provide quality facilities and services for entertainment, educational, social, conferences and cultural activities.***

What success looks like:

- The building is in good repair, clean, with updated equipment.
- "Meets and exceeds" the needs of clients related to: entertainment, educational, social, conference and cultural activities
- Positive feedback from community
- Groups are choosing to use our facilities and services over the others within the geographic area

Initiatives:

A. Research must be conducted on upgrades and trends which will be required to the facility over the next five years in order to remain competitive.

B. To monitor operations including maintenance, security, engineering, front of house, utilities and cleaning and follow outlined procedures for effective management and supervisory procedures for the operations of each area. Plans and procedures to be reviewed annually.

C. Discussions to be conducted with Wascana and Government Services and elected representatives to discuss the long term infrastructure of the Centre.

D. Continue to refine the maintenance plan to ensure it remains current and relevant.

E. Maintain an active OH&S Committee and continue to develop related training programs.

- Ensure regular OH&S Meetings
- Schedule up-graded training for all first aid, CPR,AED, WHIMIS and Forklift training and standards as well as Food-Safe Handling Certification and fall protection.
- Facilitate a building Risk Management Assessment
- Complete annual inspections of fall arrest equipment

F. Review and up-date long range capital plan.

- Annual Review and preparation
- Quarterly Review and up-date

G. Maintain an active technology committee to ensure the Centre is current with communications technology.

- Regular Meetings

- Review Technology Support
- Ensure we stay abreast of technological changes.

H. Continue Stage Maintenance and refurbishment plan.

- General Maintenance for Stage, Sound and Lights
- Coordinate stage rigging replacement.
- Complete engineering reports to provide up-dated load allowances
- Develop procedures for on going maintenance on the stage rigging equipment (for example Logs, etc.)

I. Continue to review and refresh service systems to deliver a quality event experience tailored to the satisfaction of every client.

J. To ensure Customer focus in everything the Centre does we will monitor client questionnaire responses to events and activities at the Centre. We will host one focus group each quarter to ensure our client's needs are met.

- Review duty manager reports at management meetings.
- Discuss results of post event client follow up calls at management meetings.

K. Develop our sustainability program to include:

- Avoiding disposable dishes where possible
- Providing containers to recycle paper and cardboard in meeting and convention areas.
- Use eco-friendly products
- Recycle paper and plastic
- Investigate low flow toilets and urinals
- Donate surplus event foods to local charities when possible
- Advertise our sustainability program
- Provide meeting planners with Guidelines for Green Meetings. Provide information on line

L. Provide a healthy, safe and secure experience for staff and guests

- Review our security procedures
- Schedule a minimum of two evacuation/fire drills per year.
- Review current safety equipment and practices.
- Monitor individual event needs
- Review and update the Centre's evacuation plan
- Conduct a Risk Management Assessment
- Continue to improve stage safety.

2. To contribute positively to the art, entertainment, educational and cultural communities in Saskatchewan.

What success looks like:

- Community groups find the Centre accessible
- Unsolicited client feedback is positive
- Centre is able to facilitate a wide array of artistic, entertainment, educational and cultural events
- Input from general public is expanded.

Initiatives:

A. Survey non-patrons to determine new market needs. We will also continue to survey our theatre and convention/catering patrons to determine their expectations from the CAC.

- Advertise our interest based questionnaire to public through paper and social media
- We will enhance on-line surveys including conducting direct question and opinion polls.
- Complete patron surveys at least once per quarter in each area.
- Web-based questionnaire follows: Report quarterly on responses.

B. The Centre will continue to be a strong corporate citizen and will continue to support many initiatives to support our community and report our support at weekly management meetings.

C. We will continue to work with various community events in Southern Saskatchewan and report involvement as a part of our sales reports.

- Produce Ladies Night Out for Breast Cancer Action Saskatchewan
- Queen City Marathon to produce pre-event dinner and run
- Do It With Class
- New Dance Horizons
- Local dance groups
- Regina Hockey
- Lonsdale Boxing
- Festive-Ale in support of Royal Canadian Legion
- Canadian Heritage - Canada Day
- North Central Family Centre
- India Canada
- Women of Distinction
- BCAS on presenting a fall craft sale
- CIBC Run for the Cure
- Regina Progress Club – Festival of Trees
- Juvenile Diabetes Association
- Welcome Wagon
- Friends of Wascana Marsh
- Arthritis Society
- Chinese Cultural Society

D. Support, as well as create, educational opportunities and continue to develop an on-going program to increase opportunities for students in both urban and rural areas.

- Provide school tours and advertise this service to them.
- Provide student mentorship through work placement programs etc.
- Assist with the project based learning program with the Regina Public School Board
- Continue to provide The Centre Cares Program. This program will see collaboration between the Centre, various show promoters, SGI, and North Central Family Centre.

Initiatives:

3. To engage in entrepreneurial activities to promote the use of the Centre.

What success looks like:

- Centre is able to present numerous events as a result of establishing effective partnerships/arrangements
- Centre is able to provide new events that fulfill identified gaps within the community
  e.g. Bridal Tradeshow, Large Funerals, Arts Tradeshows, Golf Expo.

Initiatives:

A. Continue to develop and expand our audiences and activities by encouraging organizations to use the Centre through Marketing and P.R. activities. We will use our outdoor electronic billboard and internal screens to promote shows, events and services including events held elsewhere in the park.

- Advertise our events through facebook and twitter in 2012-13
- Client Services will send special sales messages via facebook, twitter and email to all Centre Clients and potential clients on a quarterly basis.
- Continue to monitor opportunities to present and/or host local, national and international events.
- Research other social media outlets

B. Build on existing strengths of presenting a mix of programming through venue rentals and CAC presents.

C. Recognizing the importance of community involvement all Management and Staff are encouraged to be involved in the community, through community organizations. The CAC management and Client Services staff will be required to be involved in at least one outside community organization and report involvement to the management team.

D. Research and record events held elsewhere including sharing reader boards, attending events at other facilities to compare location, décor, food quality and service and research pricing and services of our competition.

- Review menu packages from other facilities both locally and nationally.
- Continue to share "reader board" information as well as peruse opportunities to expand distribution.
- Theatre Services will continue to research and record shows held at other facilities.

E. Knowing that we succeed when our clients succeed we will work with our clients to provide the best possible event booking and execution service.

- Maximize our electronic house order system
- Provide high quality products and services.

F. Work with patrons on sponsorship and promotional opportunities.

G. Develop a sales and marketing plan for 2012-13 including a marketing campaign specific for community relations and report quarterly to the Board.

- Continue to meet as a Marketing Committee to ensure all marketing initiatives are cost effective and produce the results required.

H. Develop the Annual Report to focus on the critical aspects of performance and to ensure that the information is presented in a manner that is understandable to all interested entities as required by tabling deadlines.

I. Research opportunities to participate in additional trade shows in 2012-13.

- Research opportunities to participate in trade shows at the Centre and elsewhere.

J. Work with our patrons and promoters to develop a group sales data base for all events.

4. To develop a positive relationship with government, media and the public.

What success looks like:

- Government sees Centre as a vital asset which translates to increase support and funding
- Increased awareness and support of the activities of the Centre in the media
- Venue of choice for quality arts and entertainment events
- Community recognizes the Centre as a town hall…a gathering place accessible for all.

Initiatives:

A. Articulate the intention of the Conexus Arts Centre to be prominent in and accessible to the community and will market our vision.

- Client Services will continue to attend as many high profile events, meetings as possible.
- Continue to work with Regina Event Coordinators to remain prominent in the community.

B. Access the needs of the community, respond by facilitating programming and report findings each quarter.

- Quarterly reports will be generated.

- Look for opportunities to be considered for multicultural events and activities
- Use facebook, twitter, etc. to improve direct communication
- Research options to improve direct communications
- Continue on-line polls to determine interests of the community for entertainment and events
- Eblasts announcing upcoming events will be forwarded to our email list as events go on sale.

C. Continue to review and improve direct communication with the community and government through social media, on-line newsletters, web site and direct communication.

- Social media will improve direct communication
- Market our involvement in the community including the Centre Cares program.
- Continue to monitor and update our facebook account as well as website events, news, employment pages as well as Now on Sale photos and bios.
- Continue to update our Facebook account with information on a daily basis (work week).
- Enhance on-line surveys including conducting direct question and opinion polls.
- Provide twitter updates
- Continue to distribute internally the daily info sheet providing information for facebook, twitter and on our website.

D. Raise awareness of activities in the media, enhance use of social media.

- Research outsourcing some of the social media communications through a possible partnership with University of Regina students.

E. Continue to update service-training strategies that support the service vision for staff and customers to ensure customer service excellence.

- Continue to review current training strategies

F. Promote our service vision to staff, clients and all stakeholders.

- Advertise our vision of Extreme Customer Service.
- Promote our Service Vision in-house through our newsletters.

G. Work with our partners to implement reciprocal marketing plans and to develop contacts with potential media partners..

- Marketing will continue to work closely with our partners in developing improved ways to strengthen relationships.
- Current media partnerships will be reviewed and enhanced.

H. Ensure that the Centre takes advantage of every opportunity to gain profile and recognition for assisting organizations within the community.

- Attend various press conferences, events, etc., to gain recognition in the community.
- Seek feedback from various groups as testimonials depicting how the Centre's involvement is making a difference in the community.
- Advertise our participation through our facebook page, twitter and the web-site as well as in-house through our newsletters.
- Keep the website current and user friendly

I. Identify opportunities to communicate to government, clients and the public, the significance of our role in the community and present these opportunities at management meetings.

- Continue to provide facebook information as well as eblasts of information about the Centre to subscribers.
- Increase our Facebook page and twitter followers through contesting
- Increase our eblast subsriber through a short form sign up sheet available on our website

J. Work closely with all levels of government to solicit support for maintaining the short and long term goals of the facility.

K. Continue to work with Capital Commission and define the Centre's position within the Commission.

5. To promote arts and educational activities for all ages, with special attention to the youth to ensure continual audience development now and in the future.

What success looks like:

- Youth are involved in Centre activities.
- Youth are accessing the Centre and coming to events.

Initiatives:

A. Recognizing that interest and enthusiasm for the arts starts early, CAC will continue to work with youth to promote the arts.

- Provide opportunities for youth to attend events at the Centre where available.
- Provide opportunities for youth groups to perform at the Centre at a reduced rate.
- Provide the opportunity for youth to perform at Centre sponsored events.
- Utilize social media to promote arts and educational activities for all ages.

B. Research the opportunity to provide an opportunity for the Aboriginal community to present their oral history through storytelling and to ensure access to the culturally diverse and disadvantaged to have access to the storytelling.

6. To provide opportunity for staff development by building a high level of morale and productivity.

What success looks like:

- Staff are choosing to stay with our organization-(staff retention)
- The Centre is able to attract new staff to the organization.

Initiatives:

A. Provide for a continuous flow of ideas and communications among Board, Management and Staff.

- Host departmental meetings
- Host an organizational planning meetings.

B. Schedule and hold regular management meetings.

C. Monitor Departmental and Organizational structure to ensure maximum efficiencies.

- Review and up-date CAC succession plans

D. Maintain up-to-date task analysis and job descriptions. Review annually

E. Maintain an up-to-date personnel policy book. Ensure all policies are current and continue to be effective.

F. Ensure that key policies are reviewed by all new staff and continue to post policies in the CAC staff newsletter.

G. Enhance the efficiency of internal business operations using state of the art technology by upgrading software and equipment as required.

H. Facilitate installation and training of new Box Office Ticketing system. Continue to research opportunities to expand our ticketing capabilities including electronic ticketing.

I Through the Pay Equity Maintenance Committee review and evaluate Centre positions when major changes to their responsibilities are implemented and evaluate any new positions.

J. Review and implement incentives and reward systems as necessary.

- Promote the staff social committee.
- Work on a culture that embraces the needs of younger generations.

K. Promote professional/staff development. Maintain relationship with staff that allows and promotes discussion regarding the development of staff as well as the services they provide. Provide staff with resources and on-going training to facilitate the effective and efficient achievement of qualify service performance goals.

- On-going staff training
- Staff Newsletters
- Customer Service Excellence informational pieces
- Team Building Session
- Host Lunch & Learn Events
- OH&S Training

L. Promote the Conexus Arts Centre as a preferred place of employment. Promote the Centre's success in diversity.

- Attend (or host) a minimum of 2 career fairs in 2012-13
- Facebook, Twitter and Web Site advertising & Electronic billboard

M. Monitor Benefits Package to ensure our programs are competitive and our rates are effective.

N. Complete negotiations with in-house unions in a timely fashion.

7. To operate in a fiscally responsible manner.

What success looks like:

- We have adequate funds to offset current inflationary pressures
- Adequate funds are secured to advance the strategic goals of the Centre and to promote new initiatives

Initiatives:

A. Ensure stringent fiscal controls through competent administration and finance committee review procedures.

- Monitor reporting procedures for Non-profit government entities.

B. Coordinate minimum of six board meetings per year including an annual board retreat.

C. Continue to refine board reporting to relate directly to Policy governance.

D. Maintain spot inventory program.

- Minimum of three spot checks per year.

E. Centre management to evaluate and approve all expenditures to ensure the best value is being received for money spent. Ensure proper tendering practices are followed where applicable.

F. Budget for long term equipment needs of the Centre in order to provide quality services to clients. Review and prepare five year capital plan.

- Prepare annually and review bi-annually.

G. Monitor operations in the food and beverage departments to ensure product costs and percentage margins are within budgeted parameters.

- Review quarterly.
- Monitor menu prices to remain competitive and maximize revenue

H. Maintain staff scheduling plans in order to minimize overtime costs.

I. Client Services will review the pricing policies of other facilities (for both theatre and convention) and present them bi-annually to the management team.

J. Prepare annual budget.

- Review quarterly.

K. Review investment options.

L. Maintain GL Fixed Asset Lists with physical asset inventory records.

M. Review and up-date box office service contracts.

N. Review Payroll process and reporting options to ensure maximum efficiencies.

- Maximize efficiencies on payroll processes.

O. Ensure quarterly statements are available in a timely manner.

P. Produce annual report per Provincial Audit recommendations as per tabling deadline requirements.

- Monitor changes to non-profit reporting standards.

Q. Provide financial information to board as requested.

R. Maintain the corporate sponsorship program.

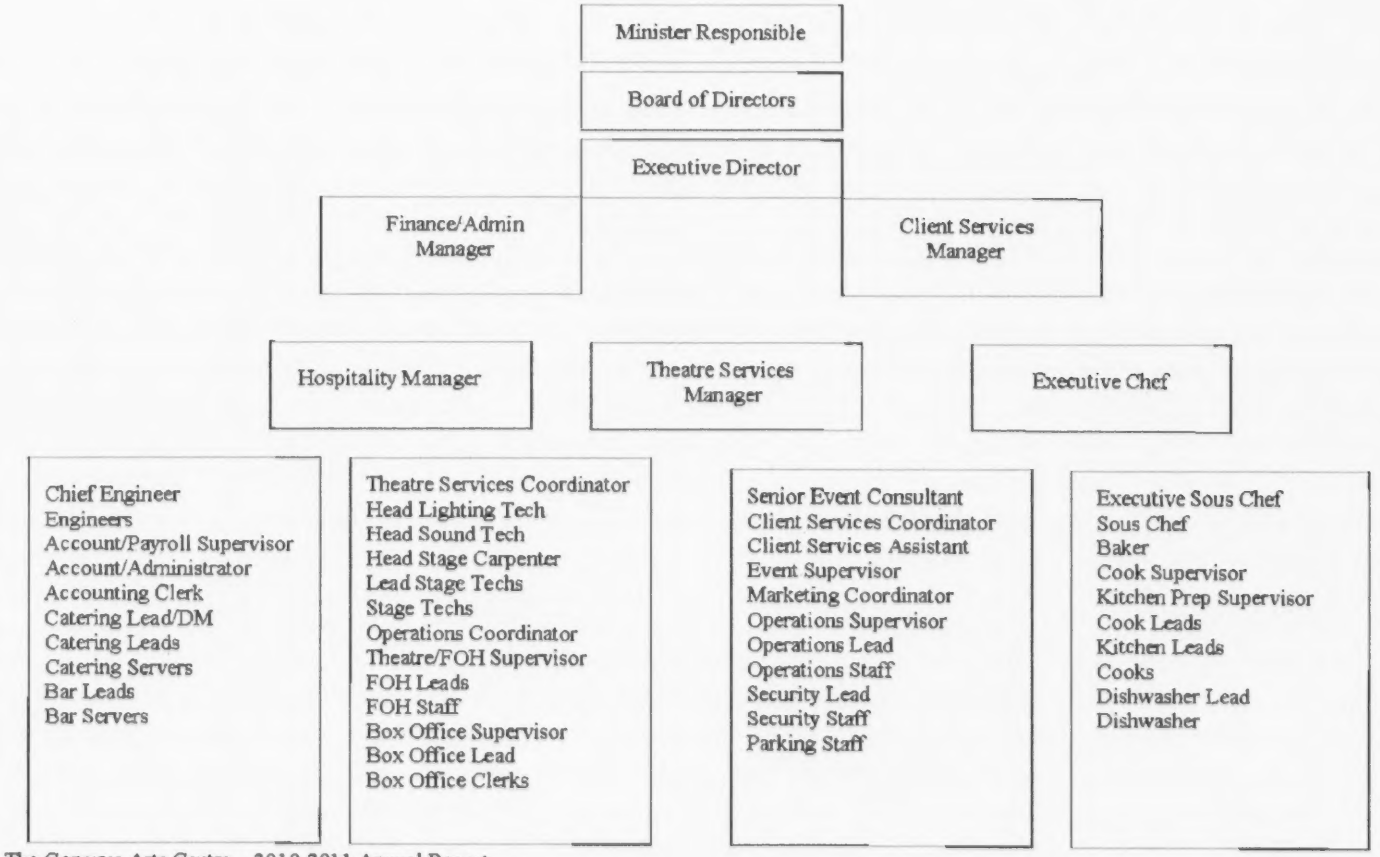
- Ensure patron contracts are reviewed and effective.
- Consider long-term funding opportunities (legacy donations)

WHERE TO OBTAIN ADDITIONAL INFORMATION

If you have any questions or comments about The Conexus Arts Centre Balanced Statement, or if you have specific questions about the programs and services provided by The Conexus Arts Centre please contact:

The Conexus Arts Centre
200A Lakeshore Drive
Regina, Saskatchewan
S4S 7L3
www.conexusartscentre.ca
Email: cac.admin@conexusartscentre.ca or client.services@conexusartscentre.ca
Phone: (306) 565-4500
Fax: (306) 565-3274

APPENDIX A
Conexus Arts Centre Organizational Structure



APPENDIX B
Summary of The Conexus Arts Centre's Partners and Stakeholders

Non-Profit Clubs and Organizations: This group consists of ethnic associations, service clubs, sporting clubs, dance schools and others.

International Association of Theatrical And Stage Employees (IATSE): All theatrical aspects of the Centre are done through members of this union.

Retail Wholesale and Department Store Union (RWDSU): The majority of our service employees at the Conexus Arts Centre are members of this union.

Ministry of Government Services: The Ministry of Government Services is the owner and a key stakeholder of The Conexus Arts Centre.

Conexus Credit Union: As our major sponsor Conexus Credit Union and The Conexus Arts Centre are dedicated to working together to facilitate programming to promote arts and culture in Regina.

Canadian Restaurant and Foodservices Association (CRFA) (Saskatchewan Division): The CRFA has approximately 600 members in Saskatchewan.

Tourism Saskatchewan: Tourism Saskatchewan promotes tourism throughout Saskatchewan

Saskatchewan Tourism Education Council: Saskatchewan Tourism Education Council (STEC) provides training and certification for the tourism and hospitality industry.

Regina Regional Opportunities Council: RROC promotes tourism and conferences in Regina

Canadian Federation of Chefs and Cooks: National organization governing Chefs and Cooks

Society of Composers, Authors and Music Publishers of Canada: Society of Composers, Authors and Music Publishers of Canada (SOCAN) ensures copyright laws are adhered to.

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The Conexus Arts Centre
Management Report—March 2012

The Conexus Arts Centre—Management Report—March 2012

The management of the Conexus Arts Centre is responsible for the integrity of the accompanying financial statements and all other information in this Annual Report. It is the responsibility of management to prepare financial statements in accordance with generally accepted accounting principles in Canada.

The accounting systems used by the Centre include an appropriate system of internal controls to provide reasonable assurance that:

- Transactions are authorized.
- The Centre's assets are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other information.
- The accounts are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other financial information.
- The Centre has complied with authorities.
- And that the Centre operate in a fiscally responsible manner.

Management is responsible for providing reasonable assurance to the Board that the Board's financial information satisfies standards of validity and reliability. The Board reviews financial information prepared by management and discusses relevant matters with management. The Board of Director exercises this responsibility through the Audit Committee, which is composed of Directors who are not employees of the corporation. The Audit Committee meets with management on a regular basis.

The Provincial Auditor of Saskatchewan has audited the Centre's financial statements in accordance with Canadian generally accepted auditing standards. A copy of the Provincial Auditor's opinions on the financial statements is enclosed.

The financial statements have been examined and approved by the Board.

Jim McCrum
Executive Director
June 2012

Pat Beanland
Manager, Finance and Administration

SASKATCHEWAN CENTRE OF THE ARTS

FINANCIAL STATEMENTS

For the Year Ended March 31, 2012

PROVINCIAL AUDITOR
of Saskatchewan

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Saskatchewan Centre of the Arts, which comprise the statement of financial position as at March 31, 2012, March 31, 2011 and April 1, 2010 and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the years ended March 31, 2012 and March 31, 2011, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Saskatchewan Centre of the Arts as at March 31, 2012, March 31, 2011 and April 1, 2010, and the results of its operations and accumulated surplus, changes in its net assets and its cash flows for the years ended March 31, 2012 and March 31, 2011 in accordance with Canadian public sector accounting standards.

Regina, Saskatchewan
June 27, 2012

Bonnie Lysyk, MBA, CA
Provincial Auditor

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SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)
STATEMENT OF FINANCIAL POSITION
As at March 31

	2012	2011	April 1, 2010
FINANCIAL ASSETS			
Current:			
Cash and cash equivalents	$ 2,139,940	$ 2,466,715	$ 1,604,639
Accounts receivable (Note 4)	398,740	376,069	555,933
Inventories held for resale (Note 11)	46,833	42,151	35,187
	2,585,513	2,884,935	2,195,759
LIABILITIES			
Accounts payable and accrued charges	684,899	667,286	802,083
Advance sales and deposits	716,865	1,301,693	646,164
	1,401,764	1,968,979	1,448,247
NET FINANCIAL ASSETS (Statement 3)	1,183,749	915,956	747,512
NON-FINANCIAL ASSETS			
Tangible capital assets (Note 5)	349,903	469,895	489,519
Inventories held for consumption (Note 11)	47,898	53,985	53,114
	397,801	523,880	542,633
ACCUMULATED SURPLUS (Statement 2) (Schedule 2)	$ 1,581,550	$ 1,439,836	$ 1,290,145

(see accompanying notes to the financial statements)

SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)
STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
For the Year Ended March 31

	Budget 2012 (Note 7)	Actual 2012	Actual 2011
Operating revenue (Schedule 1)	$ 4,638,500	$ 4,441,982	$ 4,757,756
Operating expenses (Schedule 1)	2,275,410	2,335,595	2,563,143
Gross profit	2,363,090	2,106,387	2,194,613
Other revenue:			
Grants from the General Revenue Fund	446,000	446,000	446,000
Impresario revenue	150,000	135,902	159,491
Donations	80,000	61,333	61,333
Investment income	25,000	21,221	18,980
	701,000	664,456	685,804
Other expenses:			
Salaries and benefits	1,993,990	1,861,510	1,840,623
Utilities	489,000	405,896	407,698
General administration	206,500	194,140	246,510
Amortization of tangible capital assets	307,000	160,835	228,619
Impresario expenses	-	6,748	7,276
	2,996,490	2,629,129	2,730,726
Surplus for the year	67,600	141,714	149,691
Accumulated surplus - beginning of year		1,439,836	1,290,145
Accumulated surplus, end of year - to Statement 1		$ 1,581,550	$ 1,439,836

(see accompanying notes to the financial statements)

Statement 3

SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the Year Ended March 31

	Budget 2012 (Note 7)	Actual 2012	Actual 2011
Surplus for the year	$ 67,600	$ 141,714	$ 149,691
Amortization of tangible capital assets	307,000	160,835	228,621
Acquisition of tangible capital assets	-	(40,843)	(208,997)
Proceeds on sale of tangible capital assets	-	-	-
(Gain)/loss on sale of tangible capital assets	-	-	-
	307,000	119,992	19,624
Changes in Inventories held for consumption	-	6,087	(871)
Increase in net financial assets	374,600	267,793	168,444
Net financial assets, beginning of year	915,956	915,956	747,512
Net financial assets, end of year – to Statement 1	1,290,556	1,183,749	915,956

(see accompanying notes to the financial statements)

SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)
STATEMENT OF CASH FLOWS
For the Year Ended March 31

	2012	2011
Cash flows (used in) from operating activities:		
Cash receipts from customers	$ 3,970,385	$ 5,752,641
Cash paid to suppliers and employees	(4,784,871)	(5,207,881)
Investment income	21,221	18,980
Grant received	446,000	446,000
Cash flows (used in) from operating activities	(347,265)	1,009,740
Cash flows (used in) from investing activities:		
Purchase of tangible capital assets	(40,843)	(208,997)
Cash flows from financing activities:		
Donations	61,333	61,333
Net (decrease) increase in cash and cash equivalents	(326,775)	862,076
Cash and cash equivalents, beginning of year	2,466,715	1,604,639
Cash and cash equivalents, end of year - to Statement 1	$ 2,139,940	$ 2,466,715

(see accompanying notes to the financial statements)

SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2012

1. Status of Centre

The Board of the Saskatchewan Centre of the Arts is continued under *The Saskatchewan Centre of the Arts Act, 2000*, to maintain, operate and manage the Saskatchewan Centre of the Arts in Regina. The Act also continued the Saskatchewan Centre of the Arts Fund through which all financial transactions are conducted which relate to accomplishing the purposes of the Act.

Effective January 1, 2006 Conexus Credit Union made a donation to the Saskatchewan Centre of the Arts in return for the naming rights of the building. The Saskatchewan Centre of the Arts building is now commonly called the Conexus Arts Centre.

The ongoing operations of the Saskatchewan Centre of the Arts (Centre) are dependent on funding from the General Revenue Fund.

2. Significant Accounting Policies

Pursuant to the standards established by the Public Sector Accounting Board, the Centre is classified as a 'government not-for-profit organization'. These financial statements are prepared using Canadian public sector accounting standards.

The following accounting policies are considered to be significant:

a) Revenue recognition

Operating revenue is recognized at the date of the performance and is recorded net of payments to promoters.

b) Grant from the General Revenue Fund

The grant provided by the General Revenue Fund through the Office of the Provincial Capital Commission is recorded in the year received or receivable.

c) Tangible capital assets

Tangible capital assets are recorded at cost. Amortization is provided for using the straight-line method over the expected useful life (ranges from 3 to 5 years) of the tangible capital asset, with a full year's amortization taken in the year of acquisition. The Centre capitalizes tangible capital assets costing more than $5,000.

Amortization is recorded in the fund where the related tangible capital assets reside (see Note 5).

d) Inventories held for resale and inventories held for consumption

Inventories of food and liquor are valued at the lower of cost and net realizable value. Cost for food and liquor inventories are determined using the first-in, first-out basis. Other costs such as taxes and transportation are included in the cost of the inventory.

e) Cash and cash equivalents

Cash and cash equivalents consist of cash and short-term deposits of $1,268,750, with effective interest rate of 1.05%, with a financial institution. The deposit matures on September 21, 2012. The short-term deposits are recorded at cost, which approximates market value.

f) Use of estimates

These statements are prepared in conformity with Canadian public sector accounting standards. These standards require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. Differences are reflected in current operations when identified.

3. Adoption of New Accounting Standards

Effective April 1, 2011, the Centre adopted Canadian public sector accounting standards. These standards were adopted with retrospective restatement, and therefore the 2010-11 comparative figures have been restated. No adjustments were required from the adoption of these accounting standards.

4. Financial Risk Management

The Centre's financial instruments are comprised of cash and cash equivalents, accounts receivable, accounts payable and accrued charges, and advance sales and deposits. The carrying value of these financial instruments approximates their fair values as at March 31. The Centre's financial risk relates primarily to credit risk from potential non-payment of accounts receivable. The maximum credit risk to which it is exposed at March 31, 2012 is limited to the carrying value of its accounts receivable. Subsequent to the year-end, a significant amount of accounts receivable have been collected reducing the credit risk. The financial instruments have no significant interest rate risk or liquidity risk.

5. Tangible Capital Assets

a) Operating

	2012			2011
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Theatre equipment	$ 325,981	$ 325,981	$ -	$ 2,263
Convention & catering equipment	504,752	461,452	43,300	87,650
Office equipment	104,286	102,327	1,959	14,250
Building equipment	842,648	818,242	24,406	64,423
Bar equipment	134,071	134,071	-	-
	$ 1,911,738	$ 1,842,073	$ 69,665	$ 168,586

b) Capital Campaign (Note 9)

	2012			2011
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Theatre equipment	$ 712,404	$ 443,163	$ 269,241	$ 301,309
Convention & catering equipment	7,834	7,834	-	-
Building equipment	491,658	480,661	10,997	-
	$ 1,211,896	$ 931,658	$ 280,238	$ 301,309
Total Assets	$ 3,123,634	$ 2,773,731	$ 349,903	$ 469,895

	Cost April 1	Additions in Year	Disposals in Year	Cost March 31
Theatre equipment	$ 1,011,287	$ 27,098	$ -	$1,038,385
Convention & Catering equipment	512,586	-	-	512,586
Office equipment	104,286	-	-	104,286
Building equipment	1,320,561	13,745	-	1,334,306
Bar equipment	134,071	-	-	134,071
Total 2012	$ 3,082,791	$ 40,843	$ -	$3,123,634
Total 2011	$ 2,896,182	$ 208,997	$ 22,388	$3,082,791

	Accumulated Amortization April 1	Amortization in Year	Adjustment to Amortization in Year (Disposals)	Accumulated Amortization March 31	Net Book Value
Theatre equipment	$ 707,715	$ 61,428	$ -	$ 769,143	$ 269,242
Convention & Catering equipment	424,936	44,350	-	469,286	43,300
Office equipment	90,036	12,291	-	102,327	1,959
Building equipment	1,256,138	42,766	-	1,298,904	35,402
Bar equipment	134,071	-	-	134,071	-
Total 2012	$ 2,612,896	$ 160,835	$ -	$2,773,731	$ 349,903
Total 2011	$ 2,406,665	$ 69,665	$ 136,566	$2,612,896	$ 469,895

6. Building and Site

The building and site have been leased by the Ministry of Central Services (CS), (formerly the Ministry of Government Services), to the Centre for an annual rental of one dollar. The fair value of the building and site is not reasonably determinable. The terms of the lease require the Centre to keep the building, and all other property contained therein, in good repair and condition with the provision that any major maintenance, renovations and construction project costing in excess of $5,000 shall be the responsibility of CS. In addition, CS is responsible for charges by the Wascana Centre for services to the land and building as stipulated under *The Wascana Centre Act*. The current lease agreement expired July 31, 2003. The Centre continues to renegotiate a new lease arrangement. Until a new lease arrangement exists, the terms and conditions of the expired lease continue.

7. Budget

These amounts represent the budget approved by the Centre's Board of Directors on March 9th, 2011.

8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Centre by virtue of common control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties"). Also, the Centre is related to non-Crown enterprises that the Government jointly owns or significantly influences.

Routine operating transactions with related parties are recorded at the agreed upon rates and are settled on normal trade terms. The following table summarizes the significant routine related party transactions for the year.

	2012	2011
Accounts receivable	$ 13,020	$ 18,914
Accounts payable & accrued charges	86,923	89,953
Revenues	444,357	428,170
Expenses		
Utilities	366,249	371,705
Supplies, services and maintenance	9,149	21,008
Salaries and benefits	184,450	196,314

Other transactions and amounts due to and from related parties are described separately in the financial statements and the notes thereto.

The Centre purchases all of its liquor through Saskatchewan Liquor and Gaming Authority. The Centre collected and remitted Liquor Consumption Tax of $55,713 (2011 - $51,681) to the Saskatchewan Ministry of Finance. In addition, the Centre pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

9. External Restrictions

The Centre maintains an Operating Fund, a Capital Campaign Fund and an Impresario Fund. The Centre uses the Operating Fund to account for the Centre's primary operating activities. The Capital Campaign Fund reports the financial assets and liabilities related to the Centre's campaign to raise funds to address the replacement of its programming equipment and the rejuvenation of the overall appearance of the Centre. The Impresario Fund has no external restrictions and is used for supporting and promoting the arts.

In 1996, the Centre launched the Capital Campaign Fund to raise funds to begin to address replacement of its capital assets including programming equipment and rejuvenation of the overall appearance of the Centre. $2,018,643 (2011 - $1,998,153) is externally restricted to acquire capital assets and to rejuvenate the overall appearance of the Centre. (See Schedule 2)

Under section 24(7) of *The Saskatchewan Centre of the Arts Act, 2000*, the Board is not bound by the directions of any person making a contribution to a restricted fund but the Board shall consider the directions of the person who makes such a contribution. The Board has agreed to honour the restrictions placed by donors.

Although the Centre maintains records of receipts and payments for each fund, it does not maintain separate bank accounts for each fund. The Centre used resources of the Capital Campaign fund and the Impresario Fund to finance activities in the Operating Fund. At March 31, 2012 the Operating Fund owed a total of $996,504 (2011 - $520,085) to the Capital Campaign Fund. The Operating Fund does not pay interest on

these amounts and no formal arrangements, including repayment terms, are in place for these loans.

10. Internally Restricted Funds

The Board has restricted the use of $1,117,801 (2011 - $988,647) of the net assets available in the Impresario Fund. Accordingly, these net assets are not available for Operating Fund purposes without the approval of the Board. (See Schedule 2)

11. Inventories Held for Resale and Inventories Held for Consumption

Inventories consist of food and liquor. During the year, the Centre had no write-downs of inventory below cost and no reversals of inventories previously written down. As of March 31, 2012, there was no amount of inventory pledged as security.

12. Pension Plan

The Centre participates in a defined contribution pension plan for the benefit of its employees. The Centre's financial obligation to the plan is limited to making regular payments of 5% of employees' salaries for current service. The Centre's annual pension expense for 2012 was $105,771 (2011 - $101,922).

13. Comparative Figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

Schedule 1

SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)
SCHEDULE OF REVENUE AND COST OF SALES
For the Year Ended March 31

	2012		2011
	Budget (Note 7)	Actual	Actual
Revenue:			
Catering	$ 1,734,000	$ 1,592,582	$ 1,761,504
Refreshment bar	587,000	644,799	602,095
Rentals	806,000	807,465	817,115
Commissions	175,000	145,933	179,975
Coat check	22,000	29,799	23,891
Car park	14,000	17,293	17,035
Sundry	39,000	37,298	42,741
Office rental	48,000	48,267	48,267
Service charges	1,213,500	1,118,546	1,265,133
Total revenues	4,638,500	4,441,982	4,757,756
Cost of Sales:			
Food and beverages	628,430	633,261	629,084
Salaries and benefits	1,244,320	1,328,575	1,427,211
Supplies, services, and maintenance	297,660	249,590	357,330
Other	105,000	124,169	149,518
Total cost of sales	2,275,410	2,335,595	2,563,143
Gross profit	$ 2,363,090	$ 2,106,387	$ 2,194,613

Schedule 2

SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)
SCHEDULE OF OPERATING, IMPRESARIO & CAPITAL CAMPAIGN FUNDS

	2012			
	Operating Fund	Impresario Fund	Campaign Fund	Total
FINANCIAL ASSETS				
Cash and cash equivalents	$ -	$ 988,647	$ 1,151,293	$ 2,139,940
Accounts receivable	398,740	-	-	398,740
Inventories held for resale	46,833	-	-	46,833
	445,573	988,647	1,151,293	2,585,513
LIABILITIES				
Due to (from) other funds (note 9)	996,504	(129,154)	(867,350)	-
Accounts payable and accrued charges	684,899	-	-	684,899
Advance sales and deposits	716,865	-	-	716,865
	2,398,268	(129,154)	(867,350)	1,401,764
Net financial assets	(1,952,695)	1,117,801	2,018,643	1,183,749
Non-financial assets				
Tangible capital assets	69,665	-	280,238	349,903
Inventories held for consumption	47,898	-	-	47,898
	117,563	-	280,238	397,801
Accumulated surplus/(deficit) - to Statement 2	$ (1,835,132)	$ 1,117,801	$ 2,298,881	$ 1,581,550